

Building From the Bottom Up

Upward mobility survey of low-wage workers
(Results by Firm Size)



Harvard
Business
School

Managing the Future
of Work



Notes

Worker Survey – Firm Size

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Introduction:

This deck represents the results from an online survey of 1,025 U.S. low-wage workers conducted September–November 2020 by the Project on Managing the Future of Work at Harvard Business School. The survey questionnaire is also available on our website. This deck shows the survey results by the size of the company the respondent works at.

Please direct inquiries to:

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Preferred citation:

“Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

General notes:

- Numbers may not sum to 100% due to rounding. All numbers are rounded to the nearest integer. However, the data is recorded to two decimal places – thus some data points labeled “0%” may be nonzero but rounded down.
- For the purposes of this survey, we define low-wage employees as full-time or part-time employees who earn hourly wages that are 200% or below the federal poverty threshold. Depending on which part of the country they work in, these employees typically earn wages around \$7 per hour (or approximately \$14,000 per year) to \$20 per hour (or approximately \$40,000 per year).
- Firm size groups: Workers at small companies (1 – 99 employees): N=457; Workers at medium companies (100 – 999 employees): N=218; and Workers at large companies (1,000 or more employees): N=294. Additionally, 56 respondents did not know the size of their company, and the results for this group are not shown in this deck. For the rest of the deck, the three groups are referred to as Small, Medium, and Large.

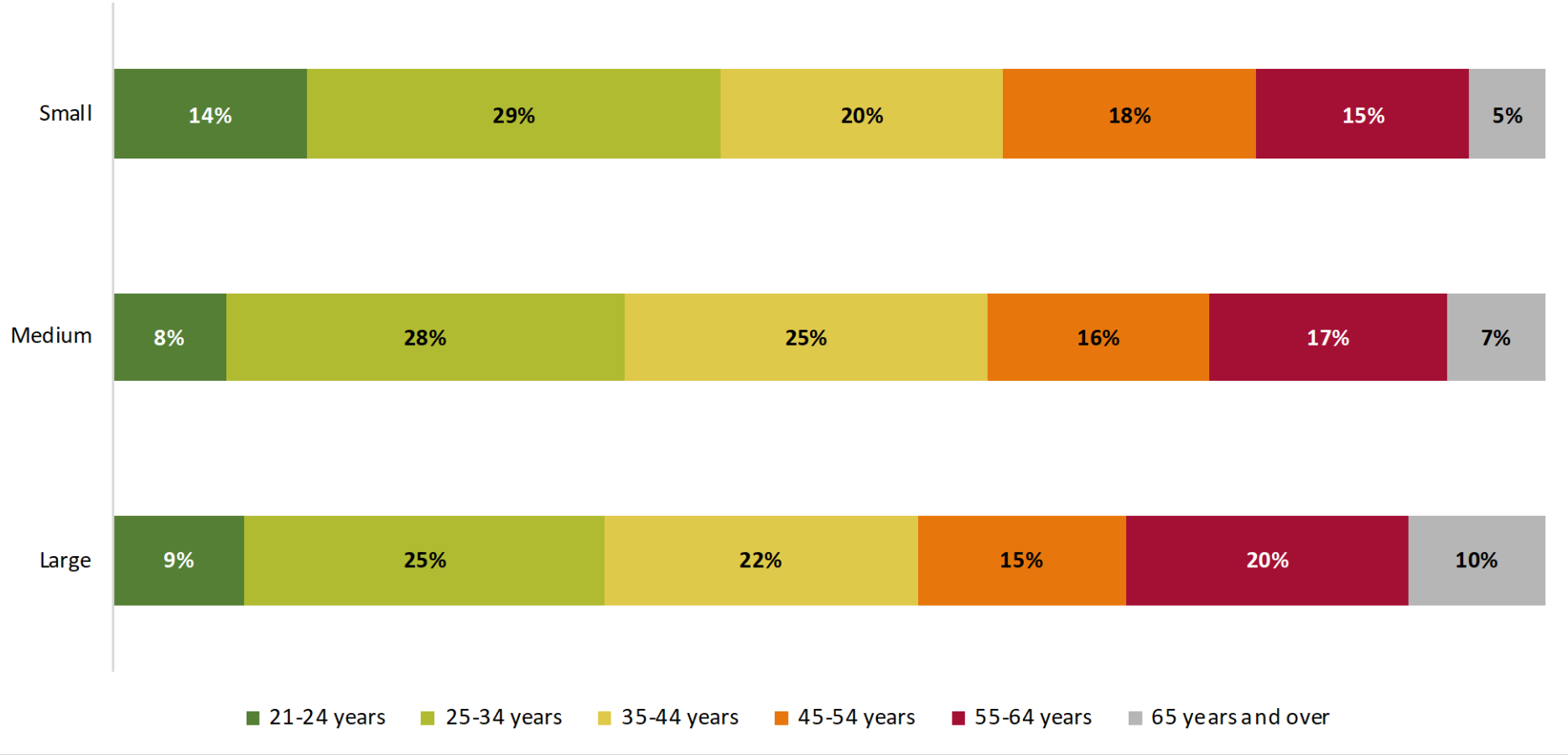
Section A

Screening Questions

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section A

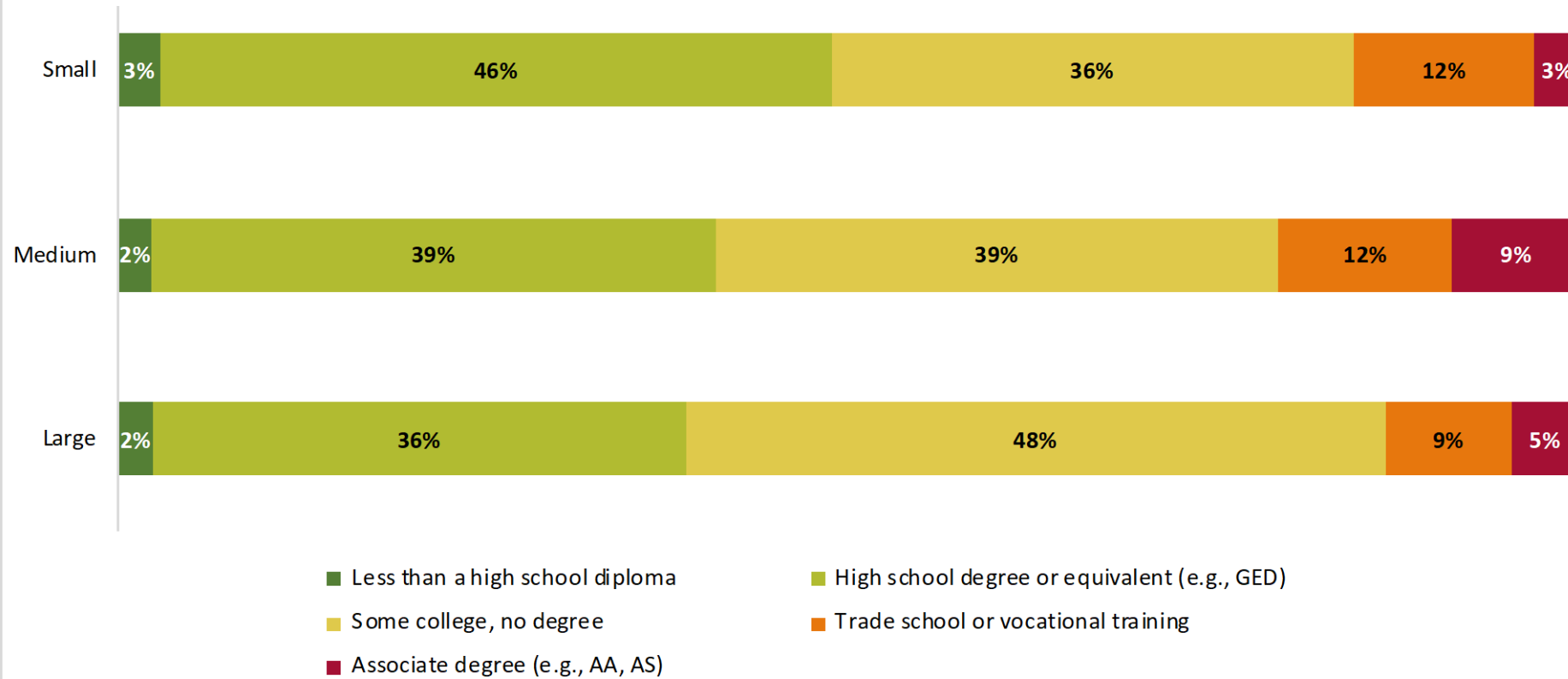
A1: How old were you in January 2020?



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

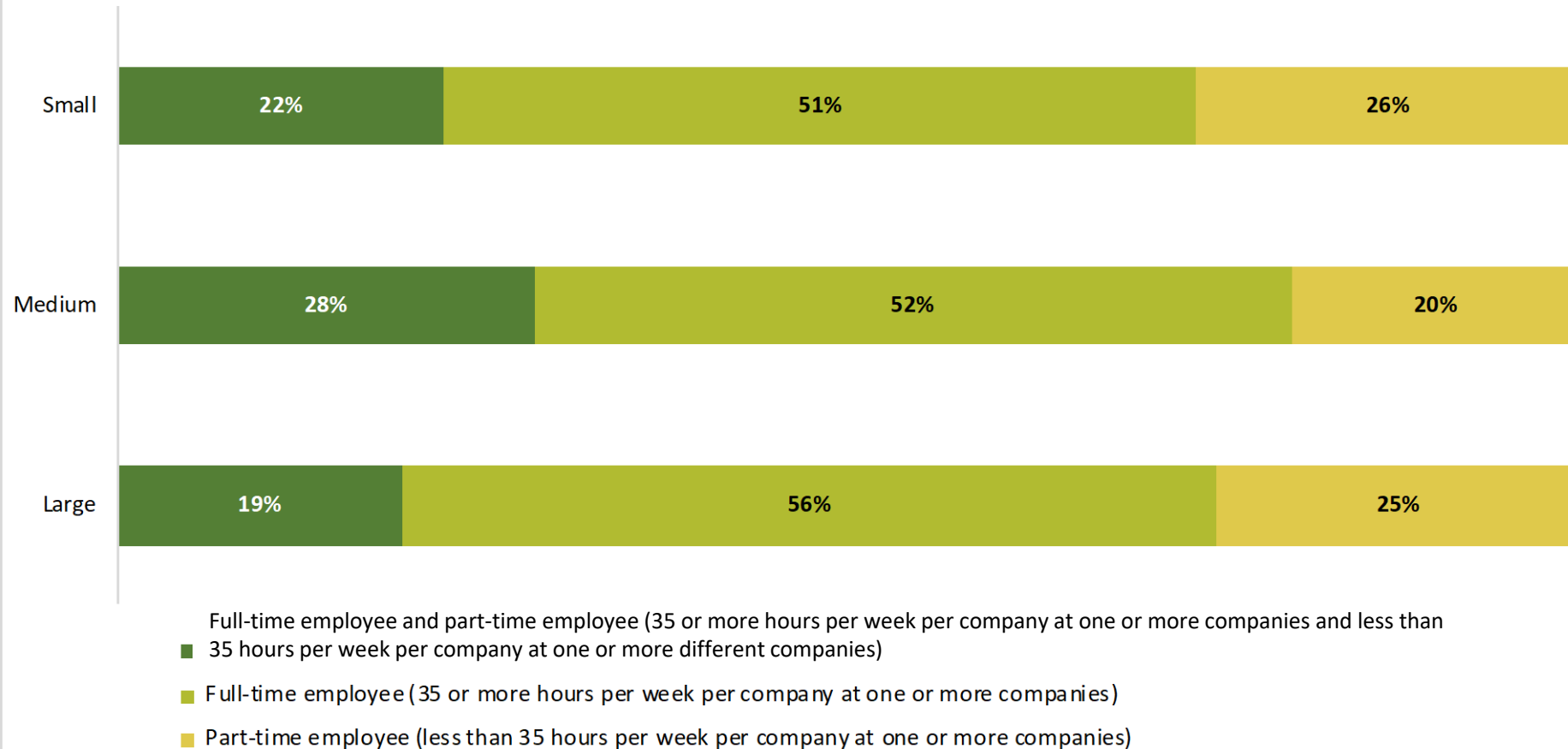
A3: What was the highest level of education you had completed by January 2020? If you were pursuing a degree or in the midst of training at that time, please choose the highest level already completed.



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

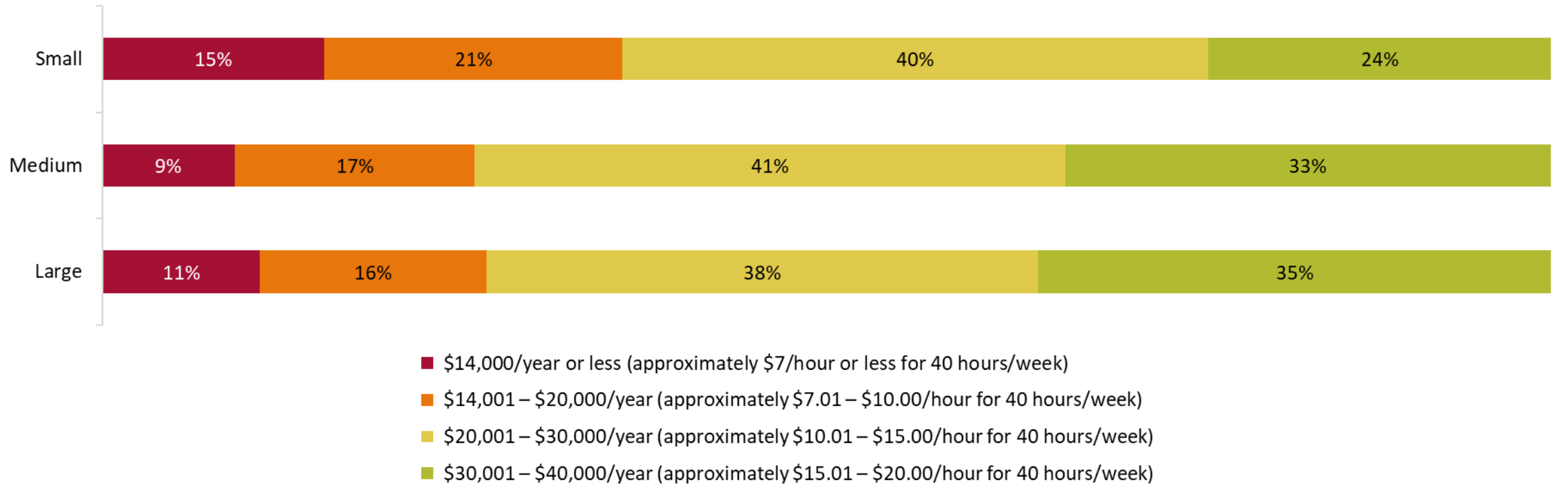
A4: Which of the following best describes your employment status in January 2020?



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

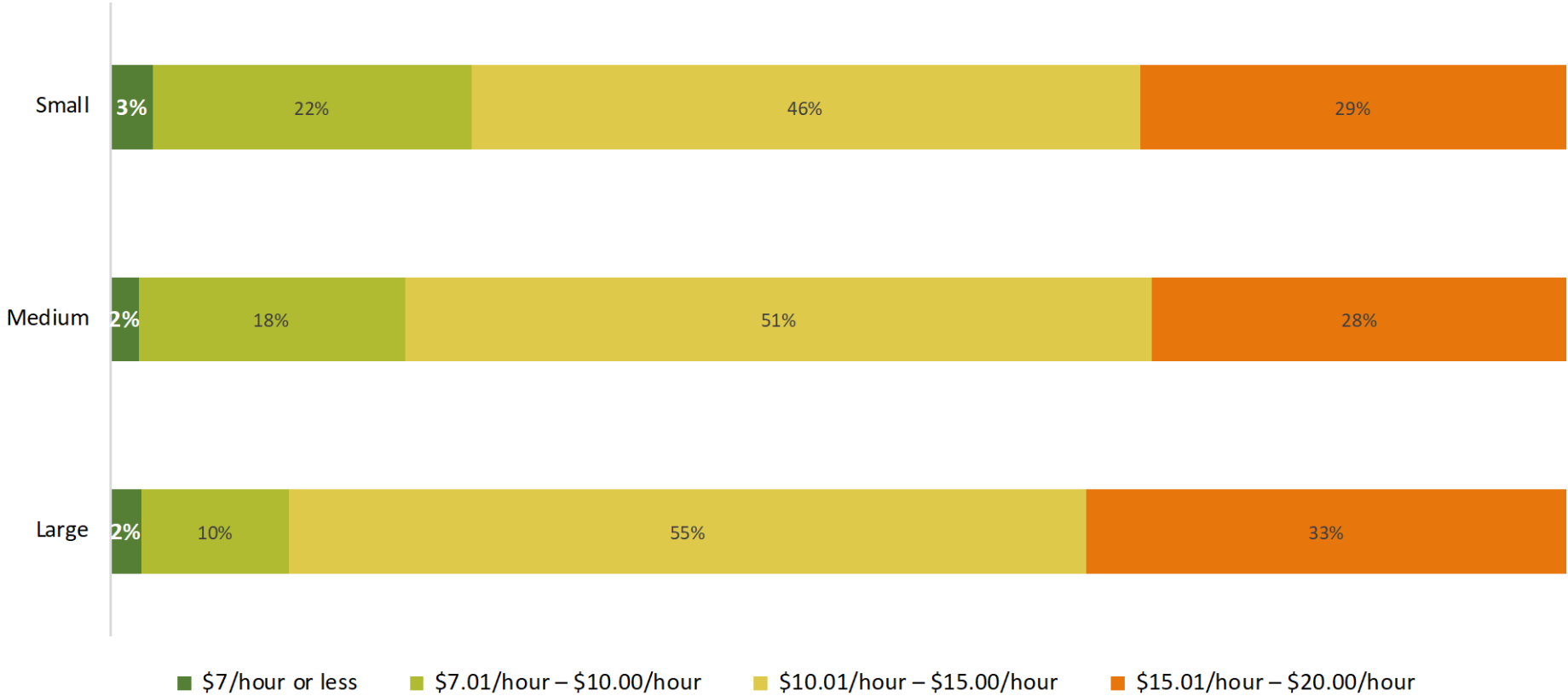
A4new: What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section A

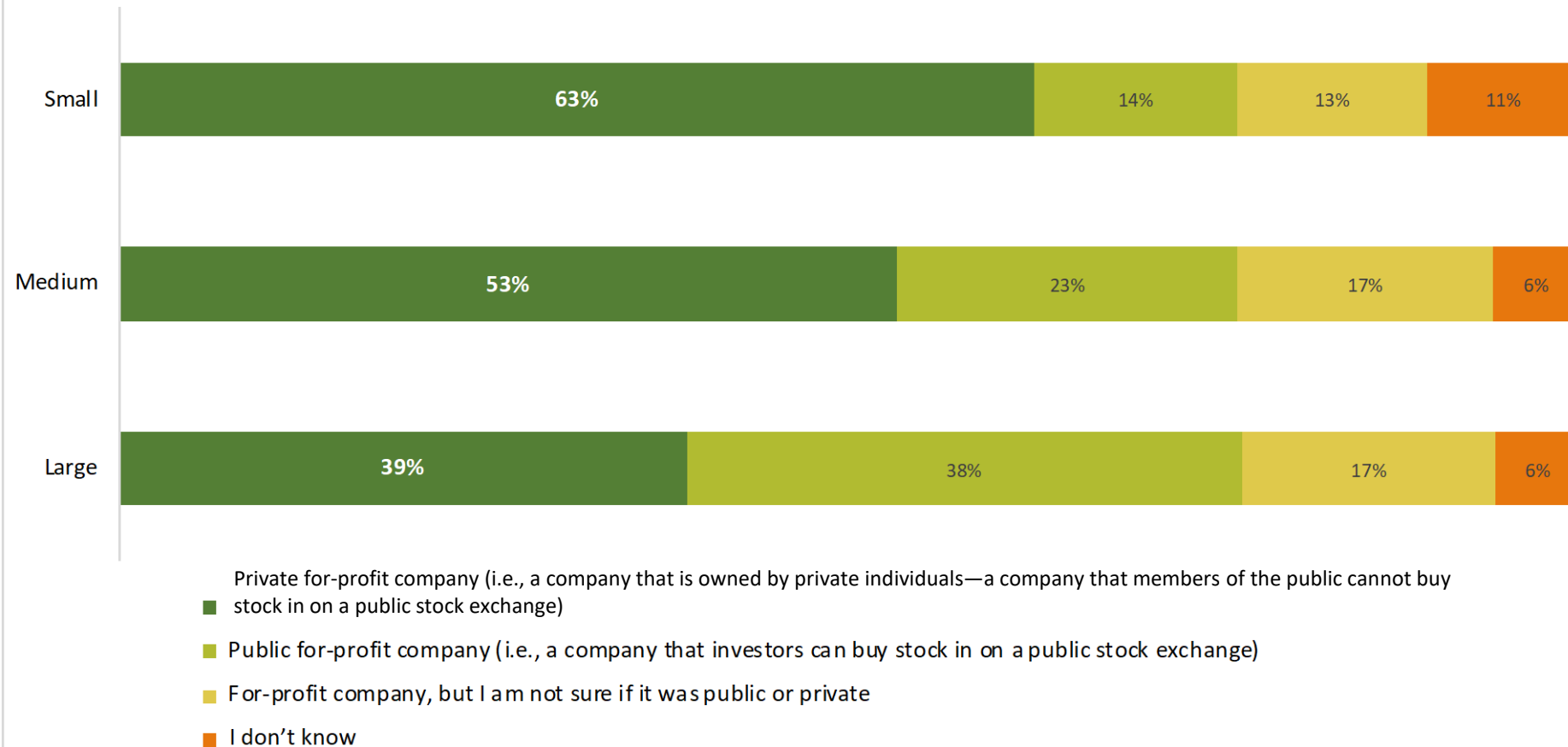
A5new: What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.



Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

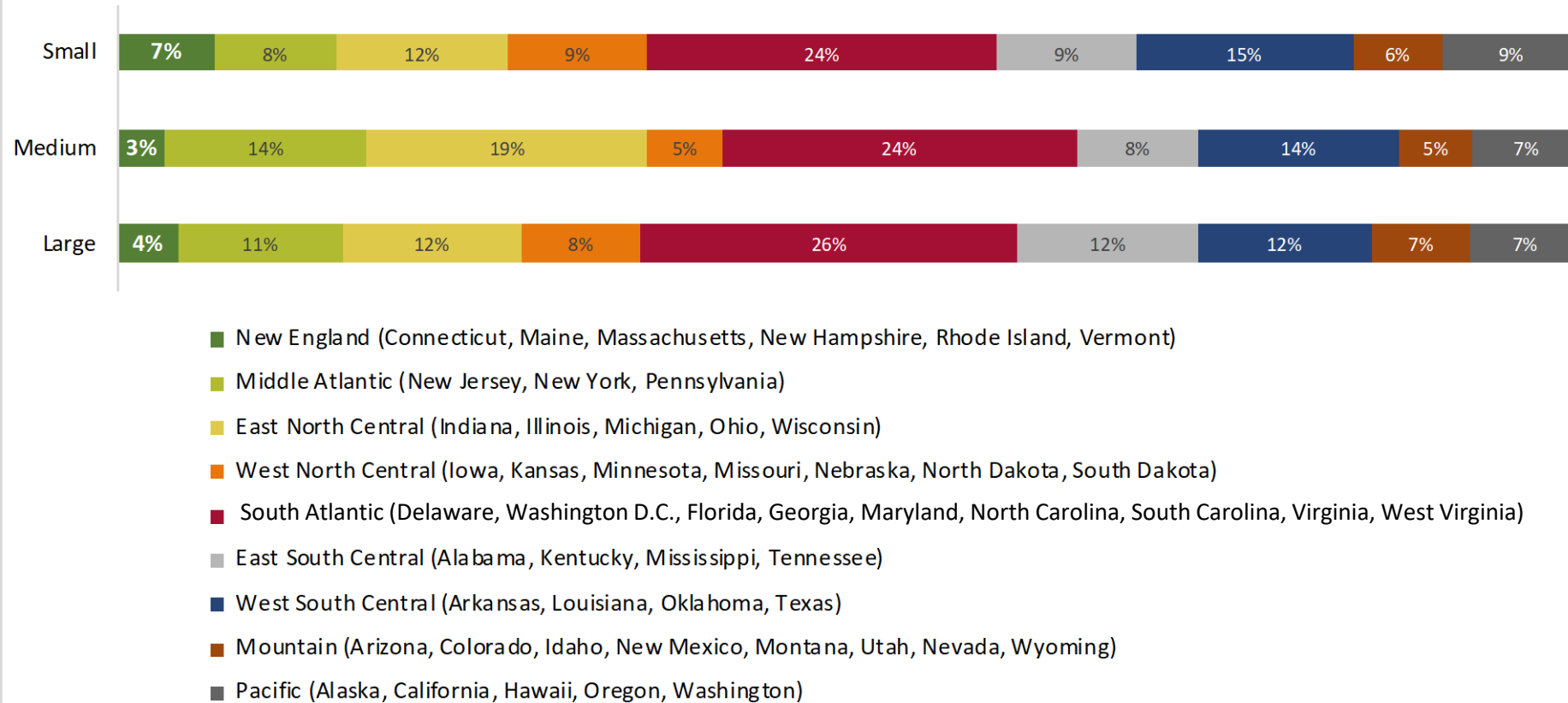
A5: In January 2020, was your primary company a:



Section A

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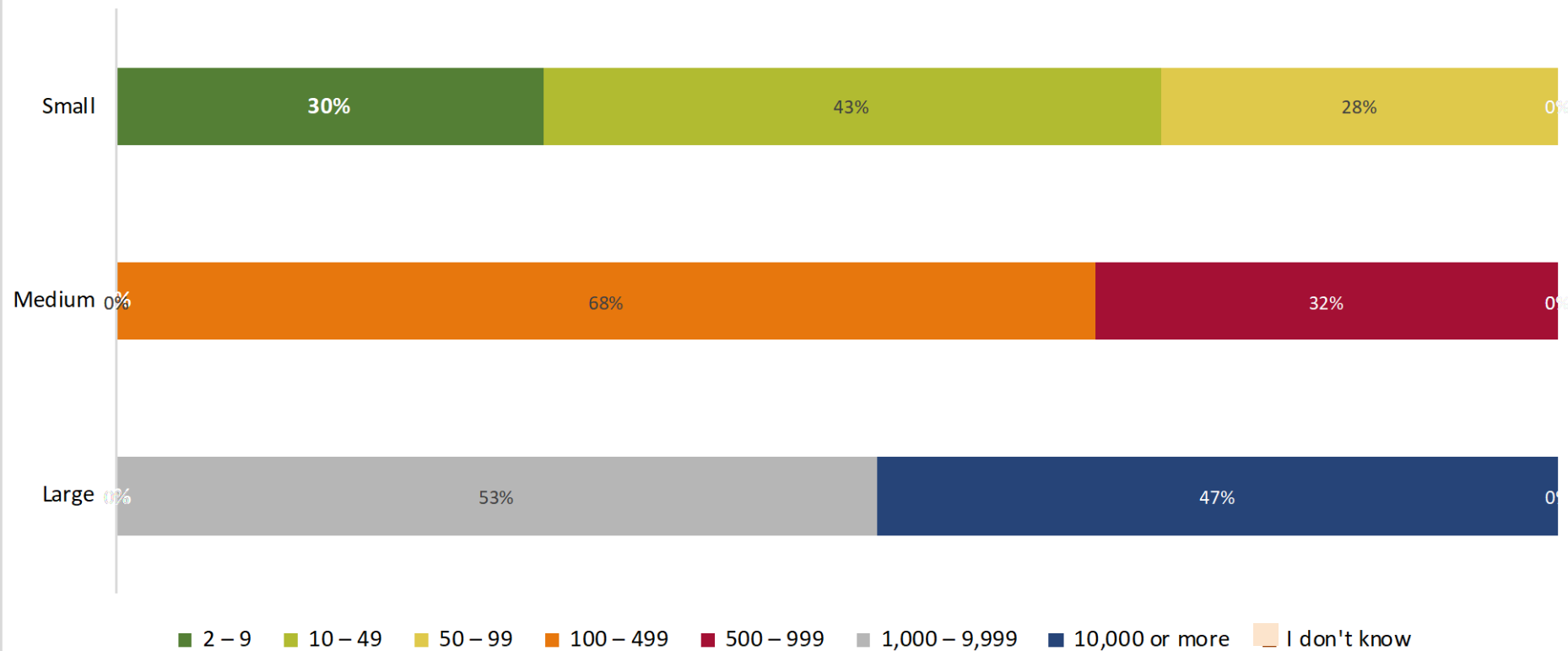
A6: Which region did you work in (i.e., where was your primary physical worksite located) in January 2020?



Section A

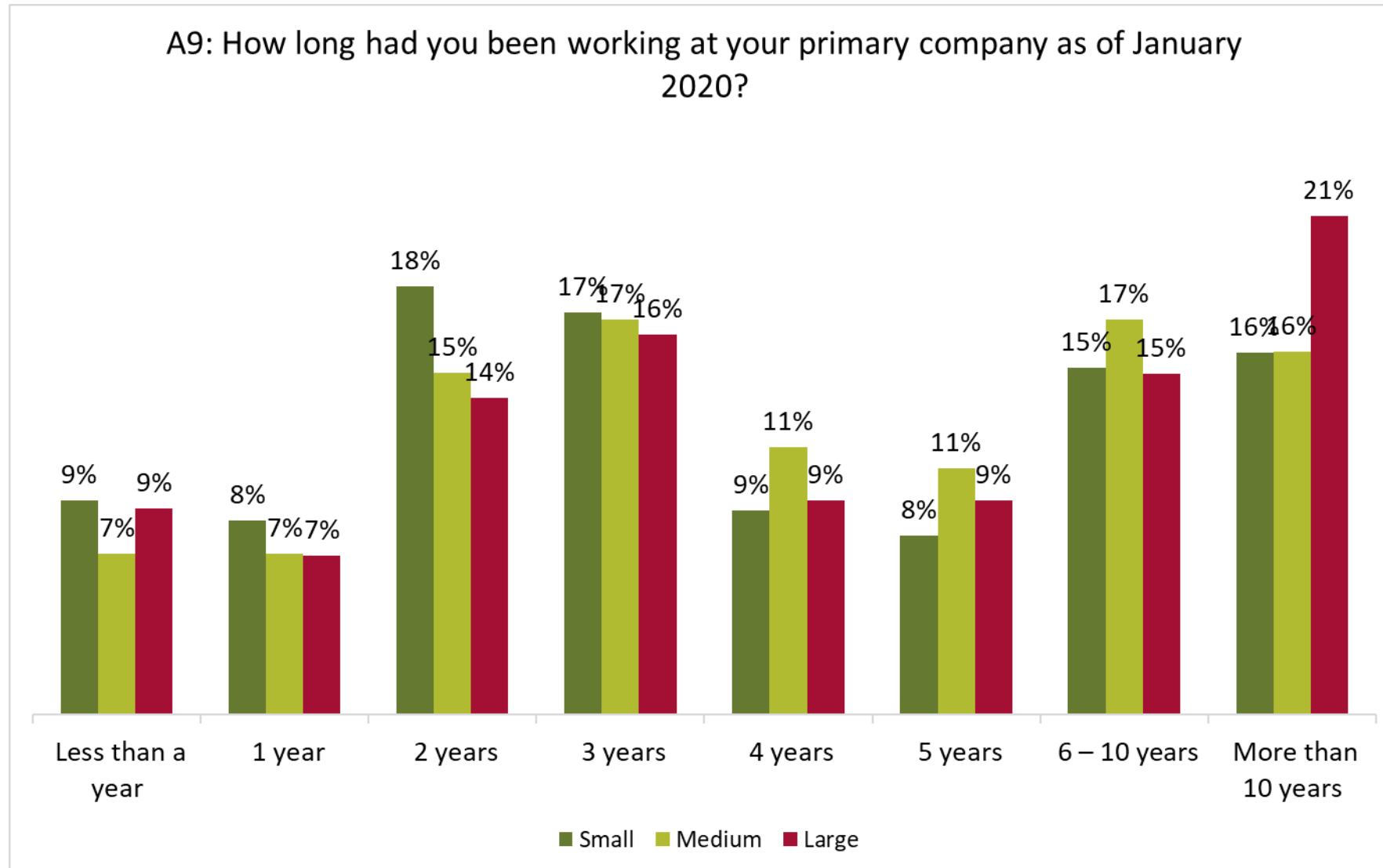
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

A7: Approximately how many workers did your primary company employ in January 2020? If your company has multiple locations, please include workers at all locations, including corporate headquarters, subsidiaries, and any company branches.



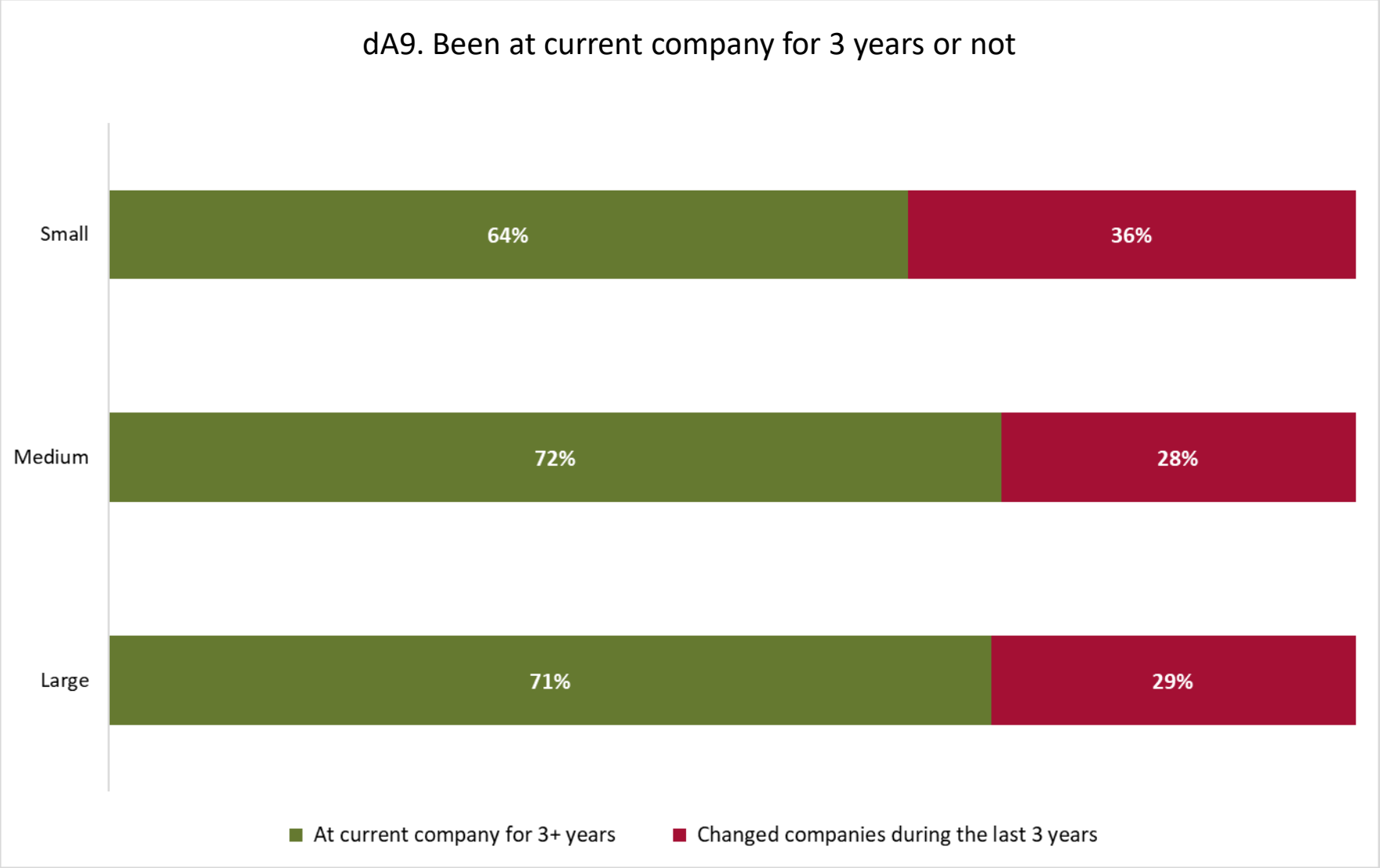
Section A

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Section A

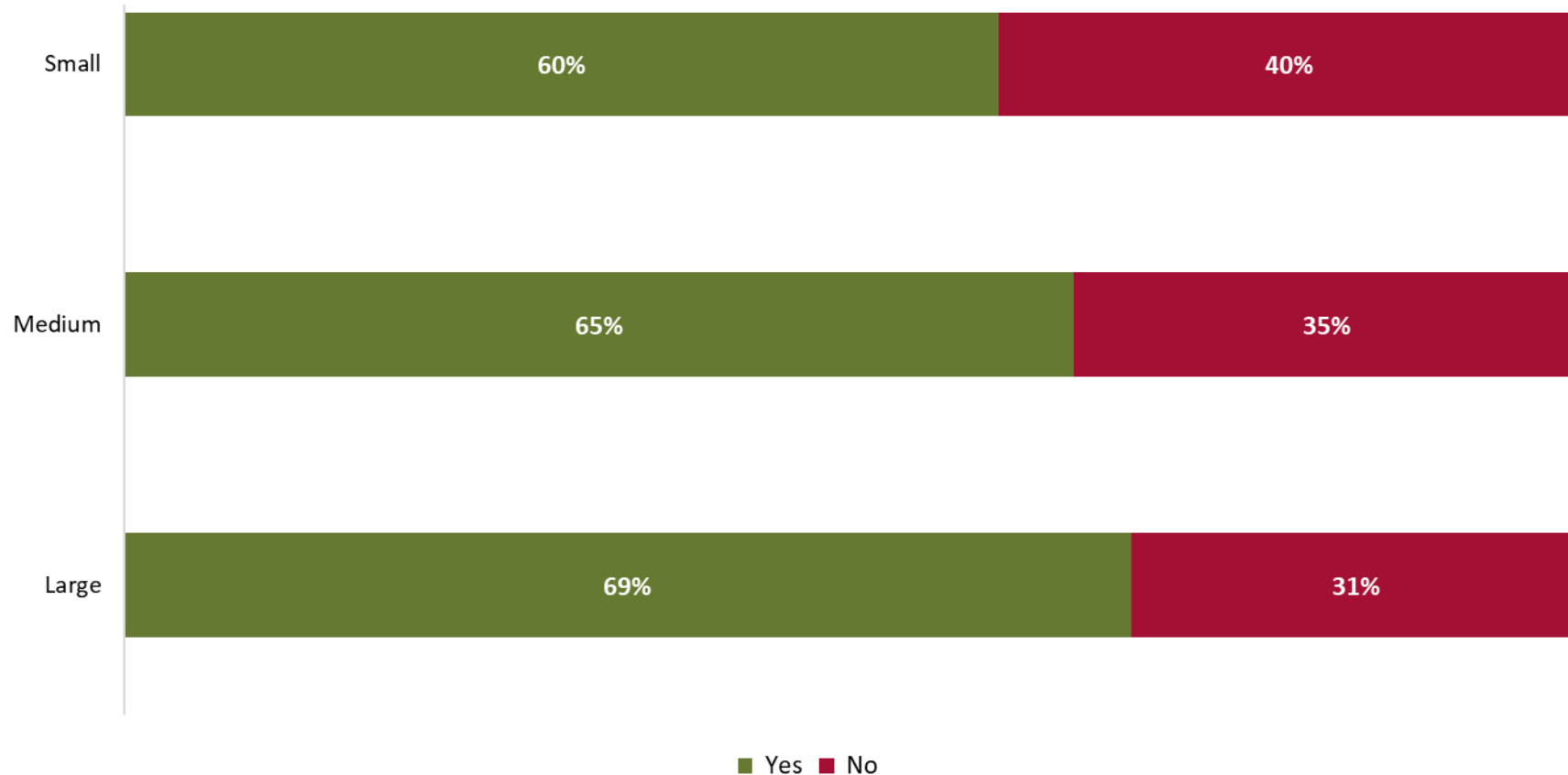


Note: this is calculated based on responses to the previous question A9

Section A

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

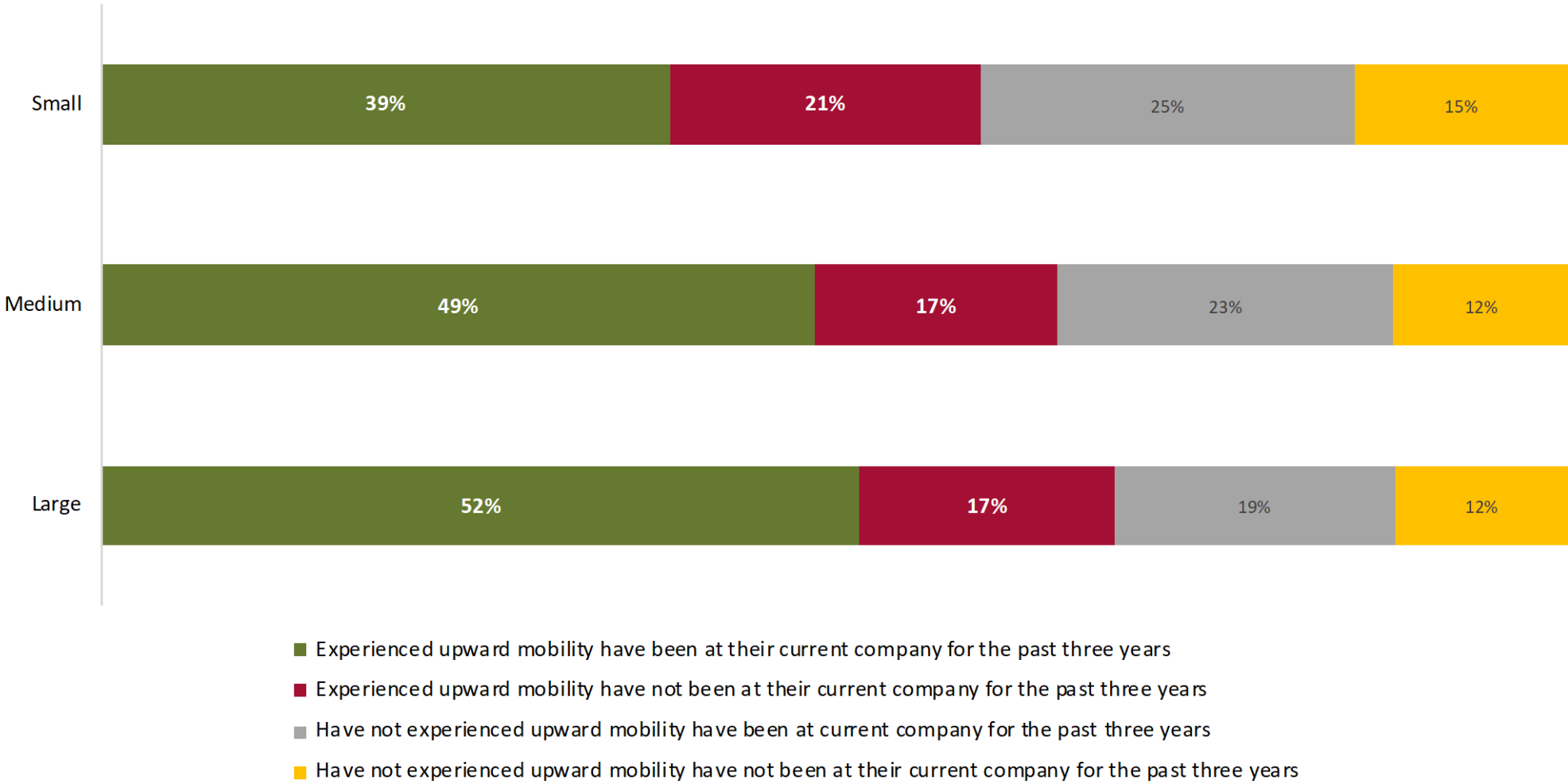
A10: Did you receive a promotion, a pay increase due to your job performance, or both between January 2017 and January 2020 at any company you worked at during that time (or by changing companies)?



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section A

dMobility: Four segments of upward mobility (A9 & A10)

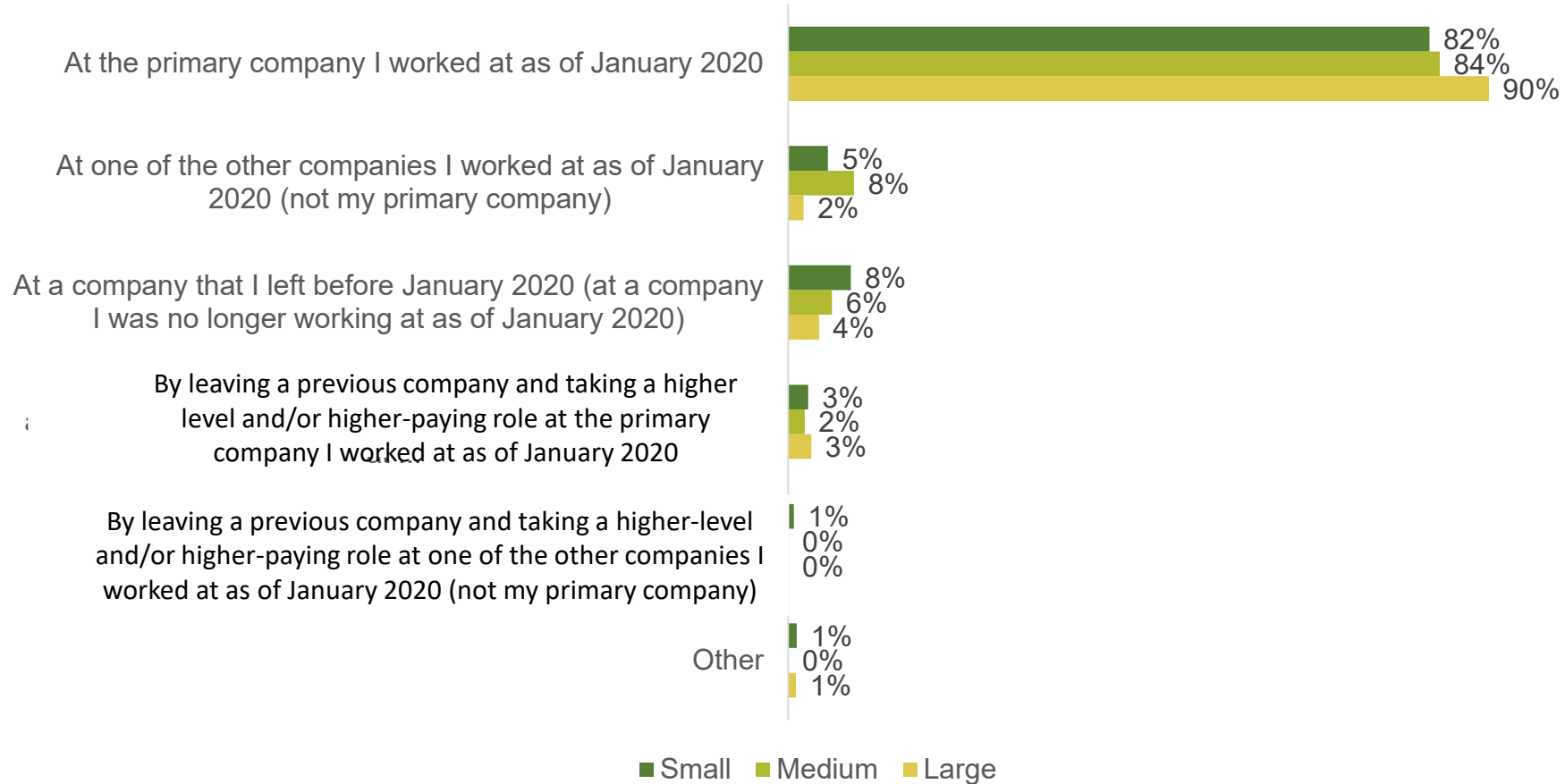


Note: this is calculated based on responses to the previous questions A9-A10

Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

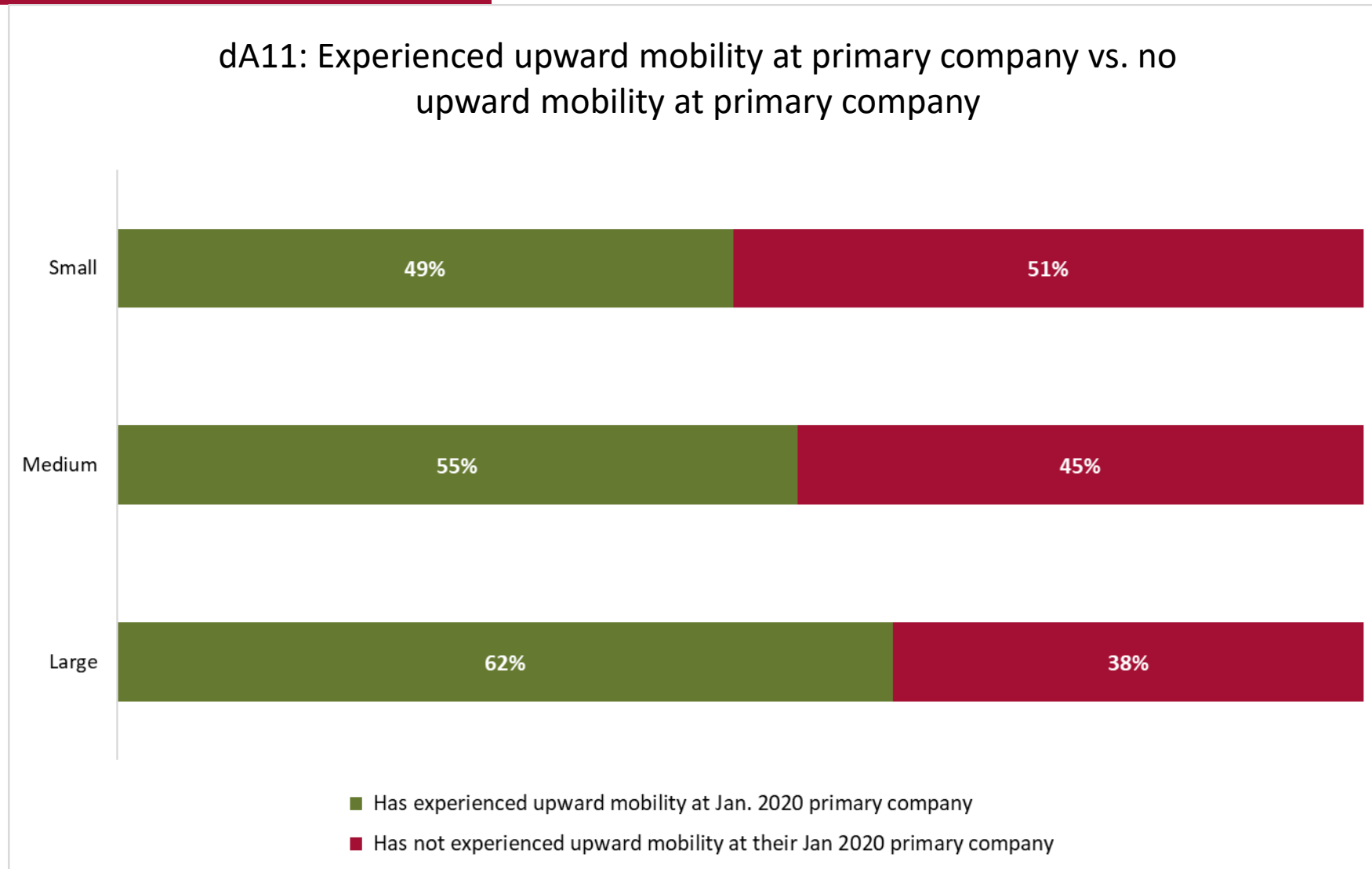
A11: Where did you get that pay increase or promotion?



Note: Only those who achieved upward mobility (answered “yes” to question A10) answered this question

Section A

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



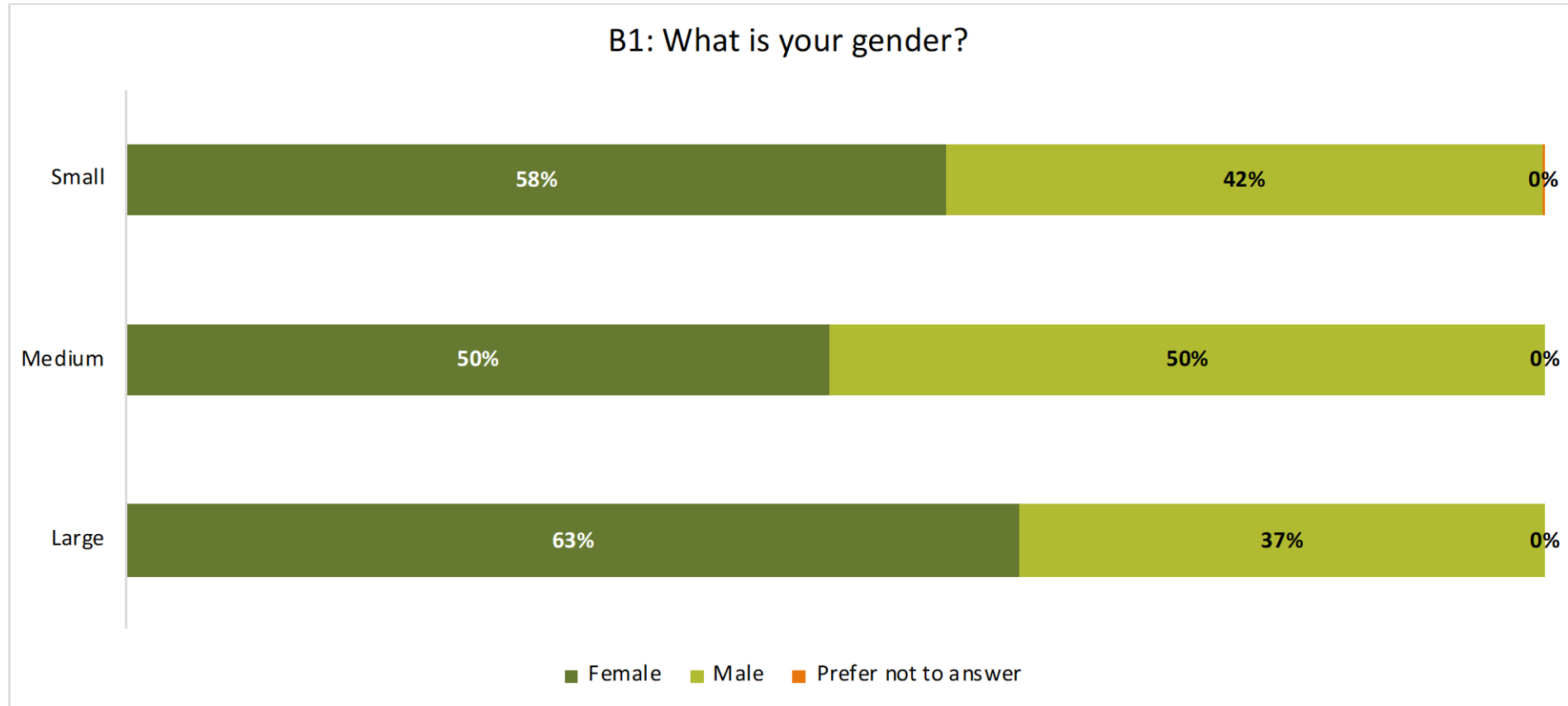
Note: this is measuring upward mobility only at a respondent’s primary company, based on questions A10 and A11. The red category could include people who have achieved upward mobility in the past three years, but not at their current company as of January 2020.

Section B

About you

Section B

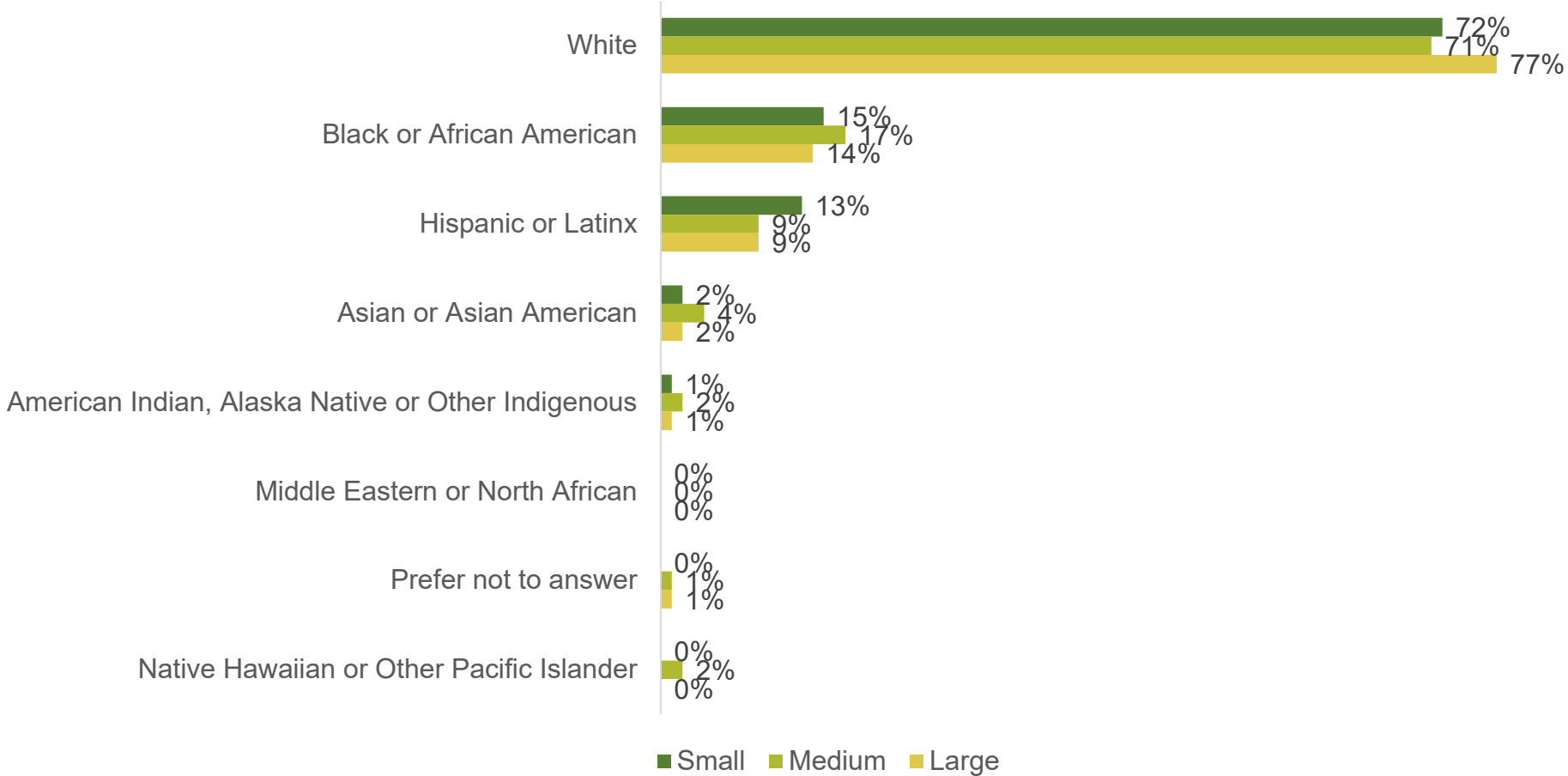
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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Section B

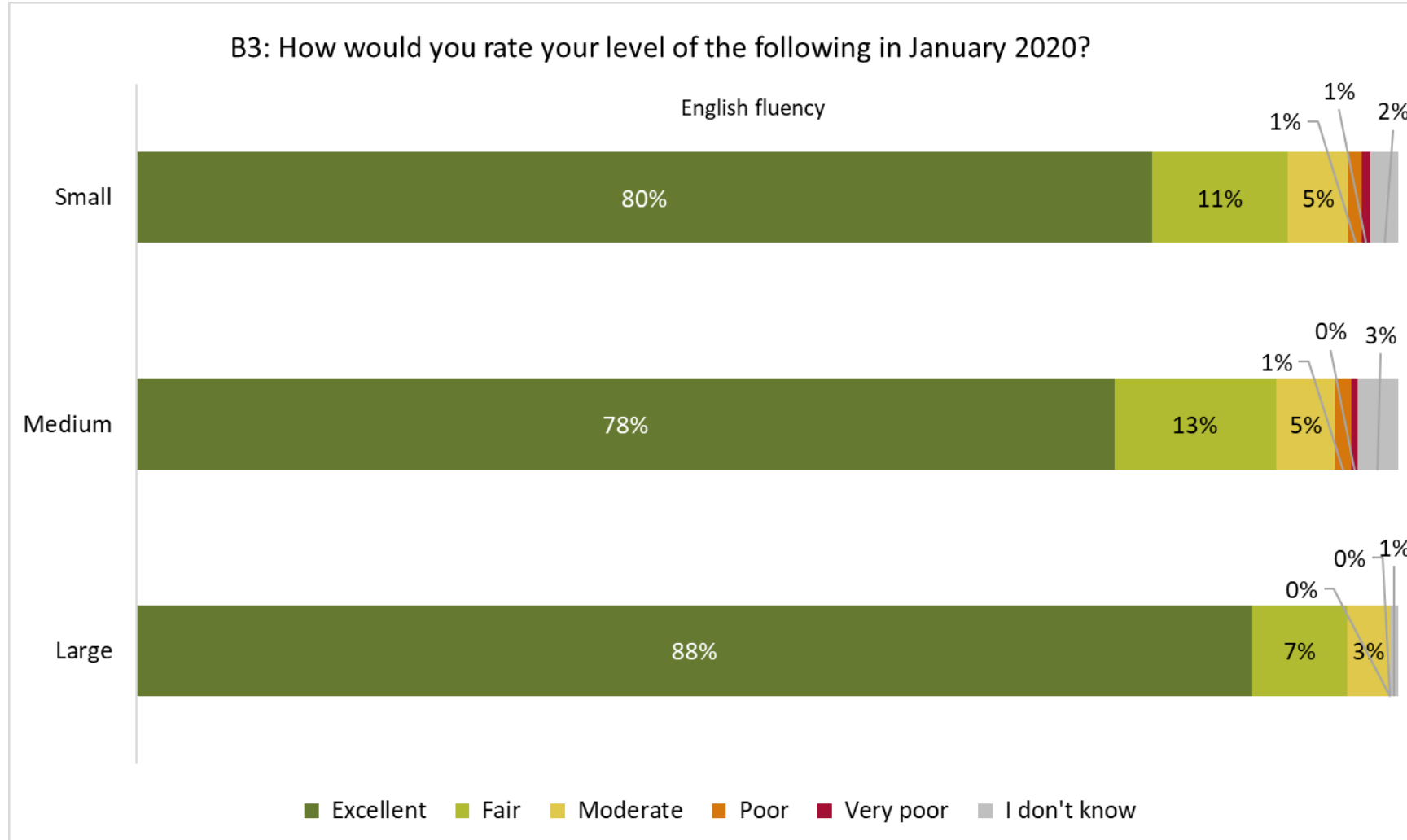
B2: What is your race/ethnicity?



Note: Respondents could select all that apply.

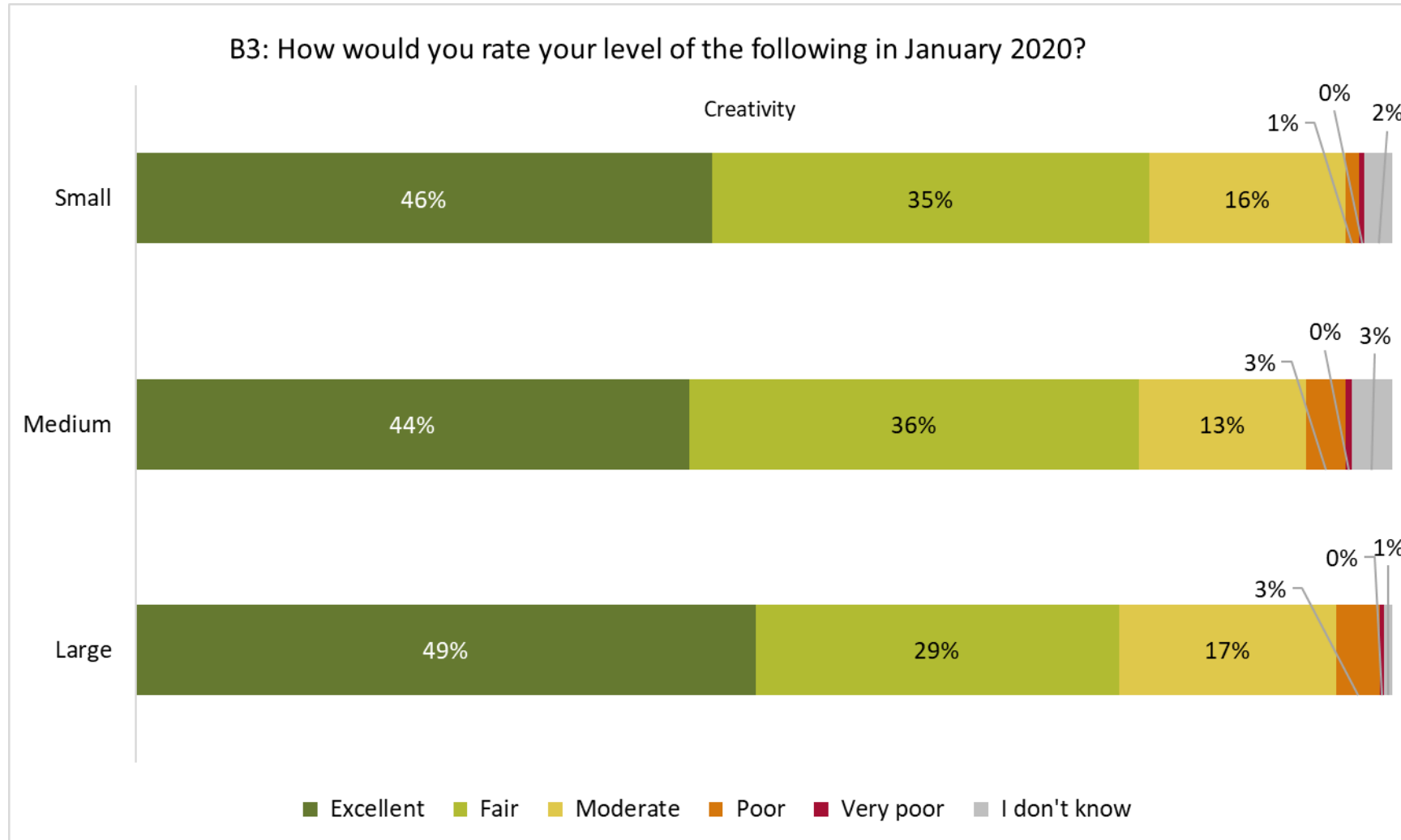
Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



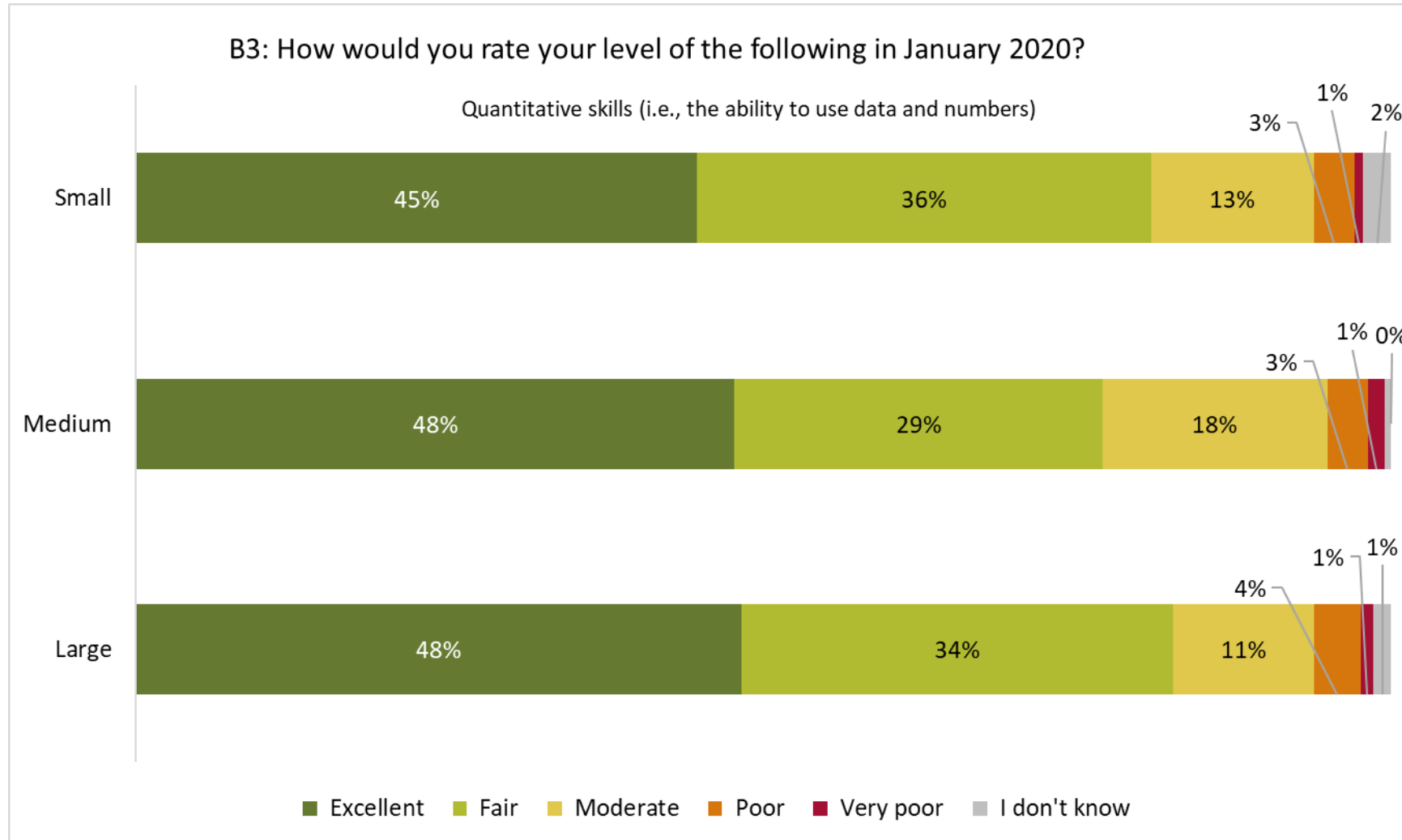
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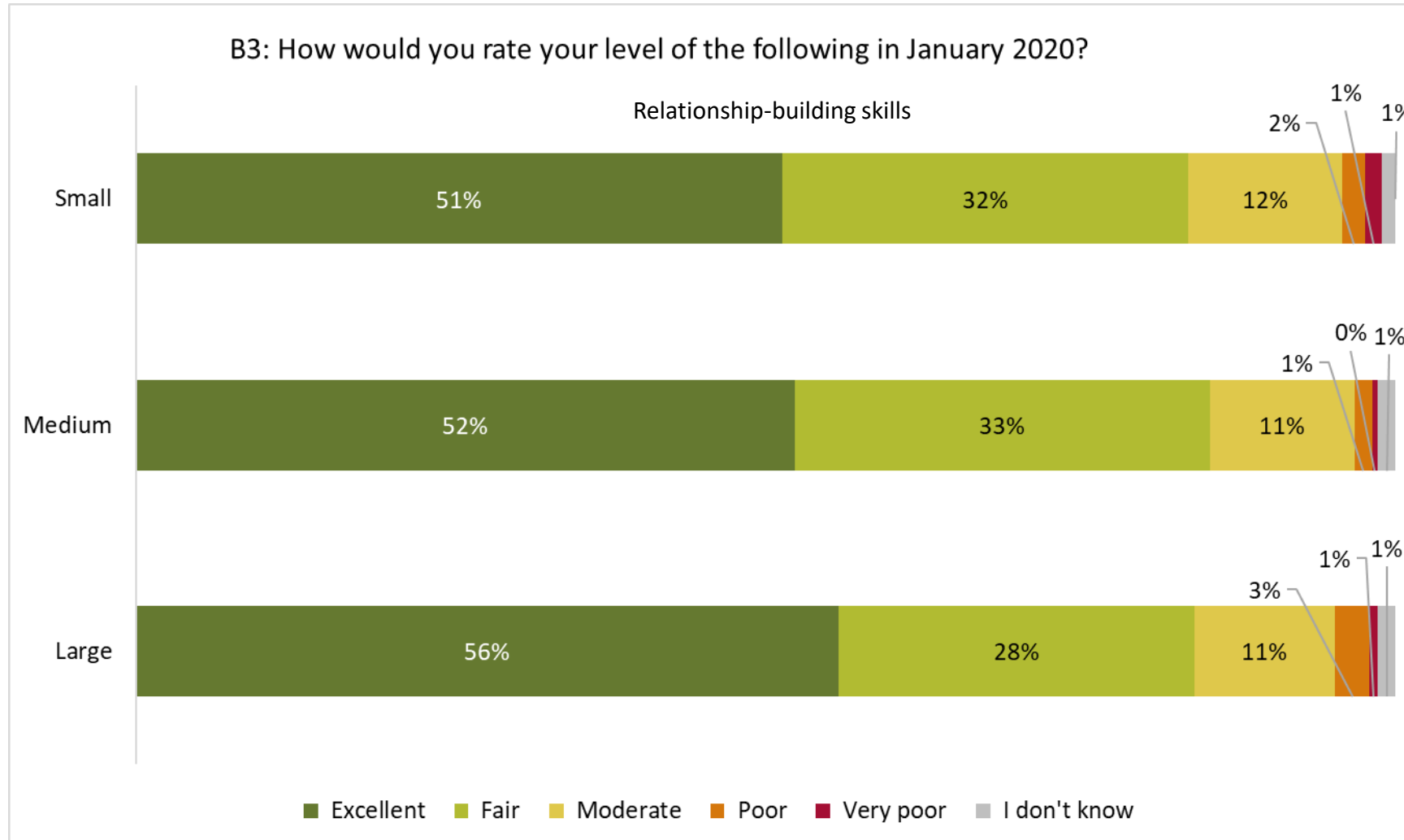
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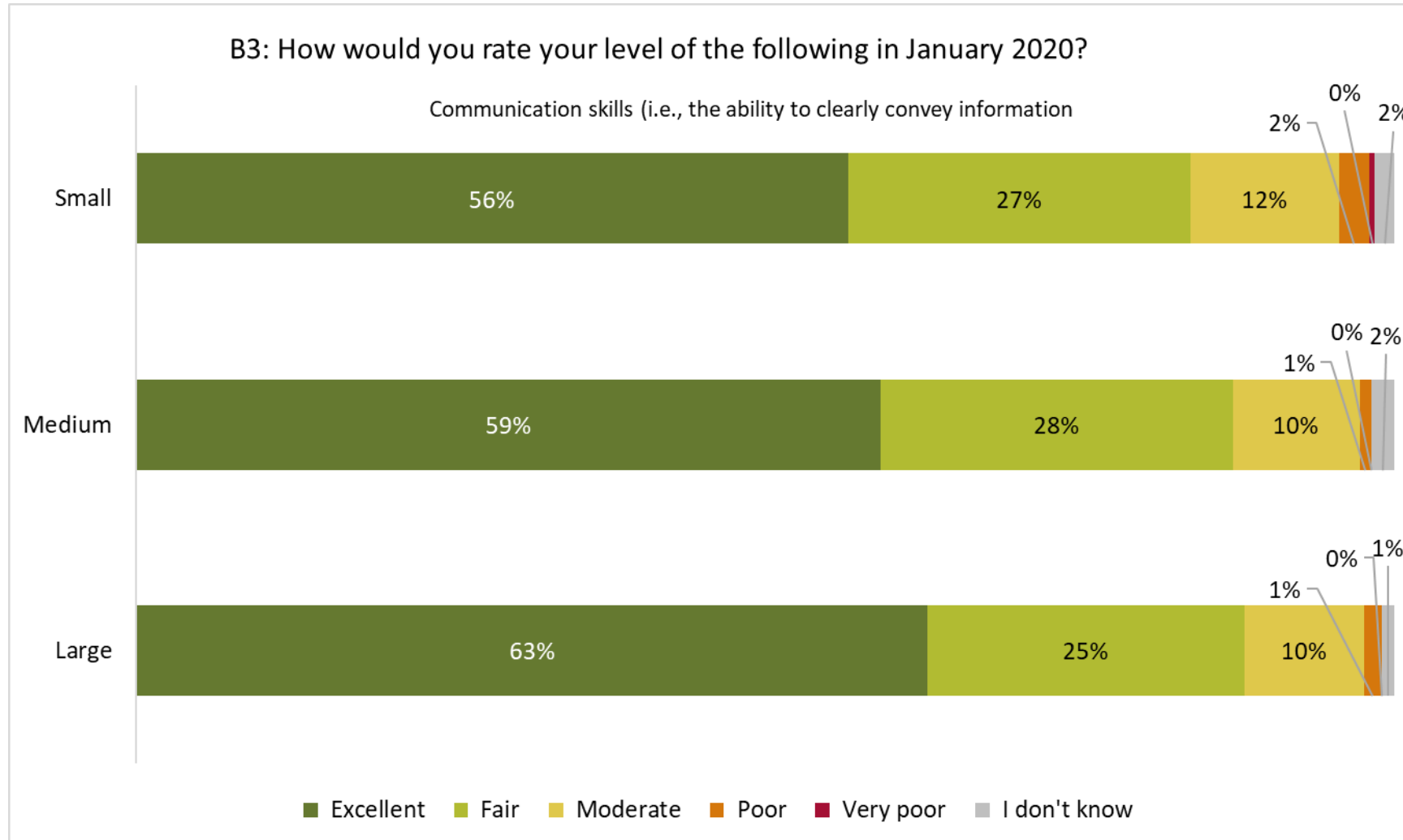
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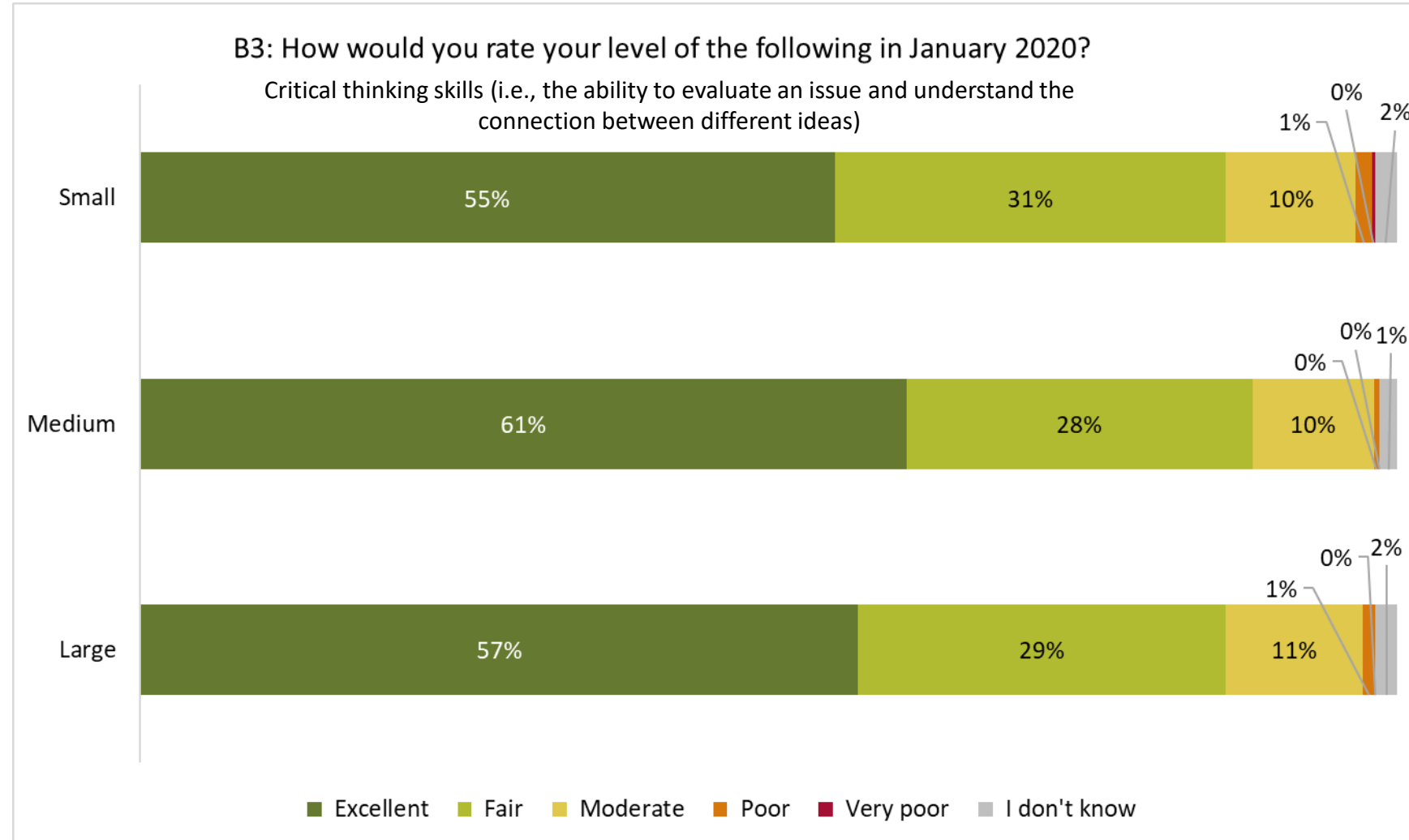
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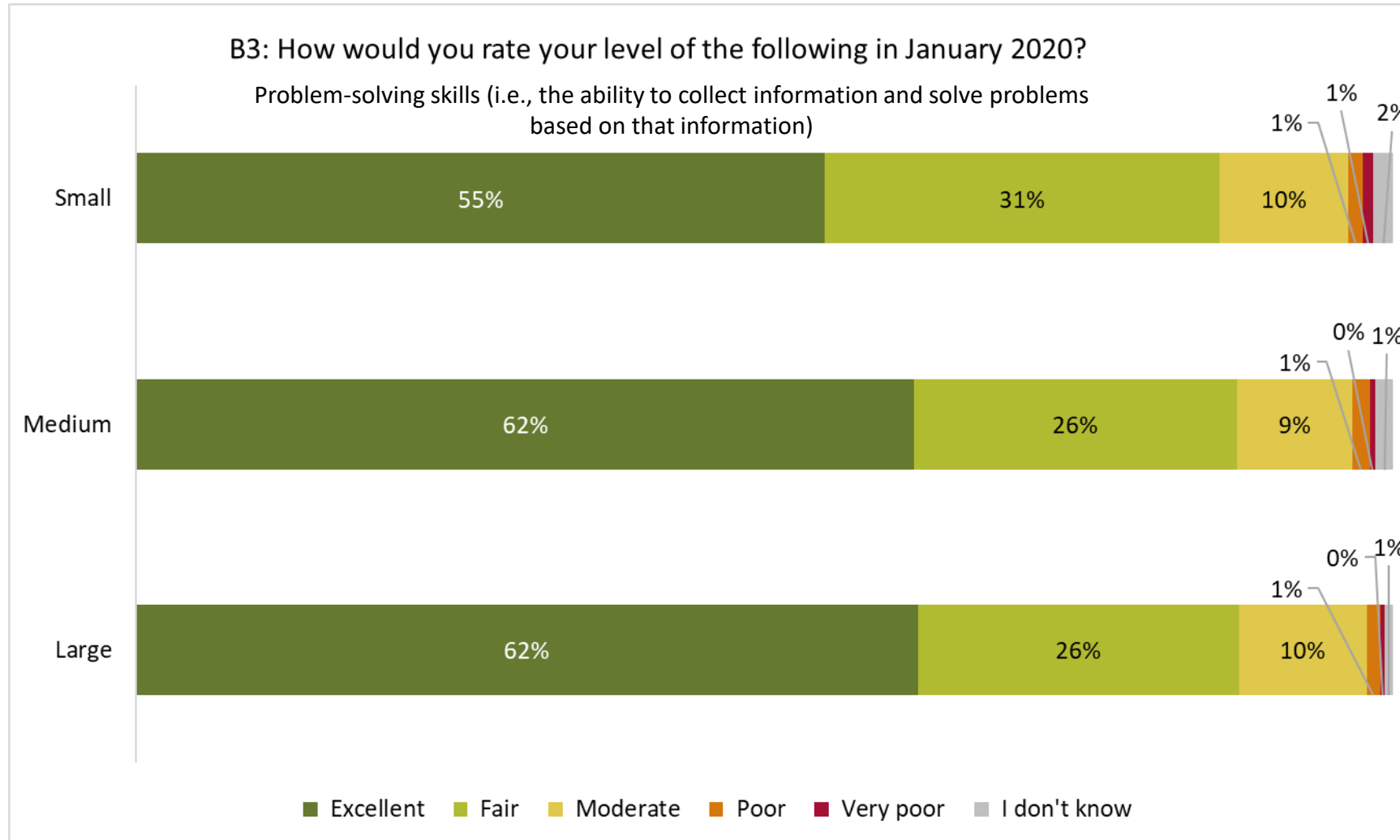
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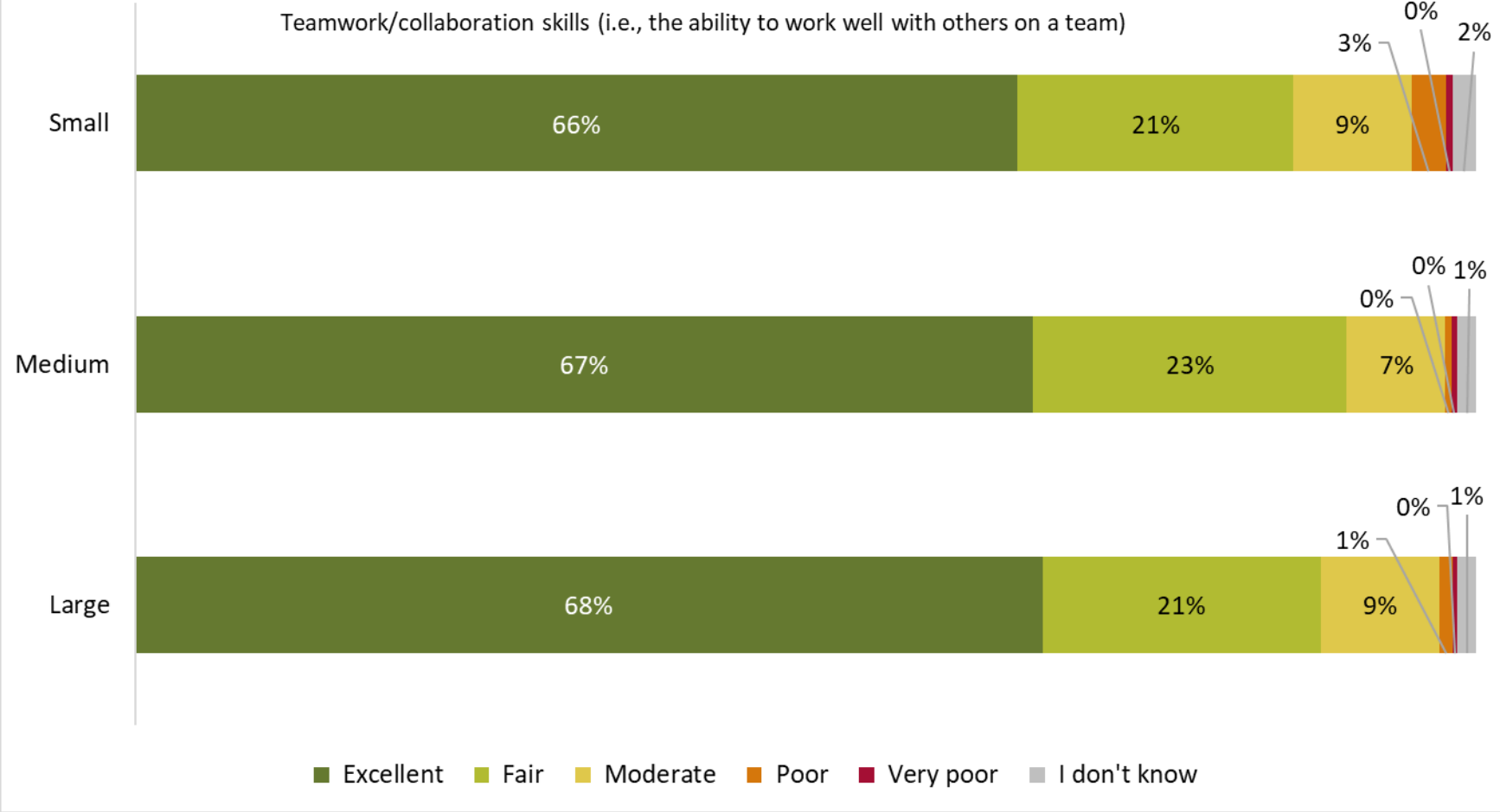


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Section B

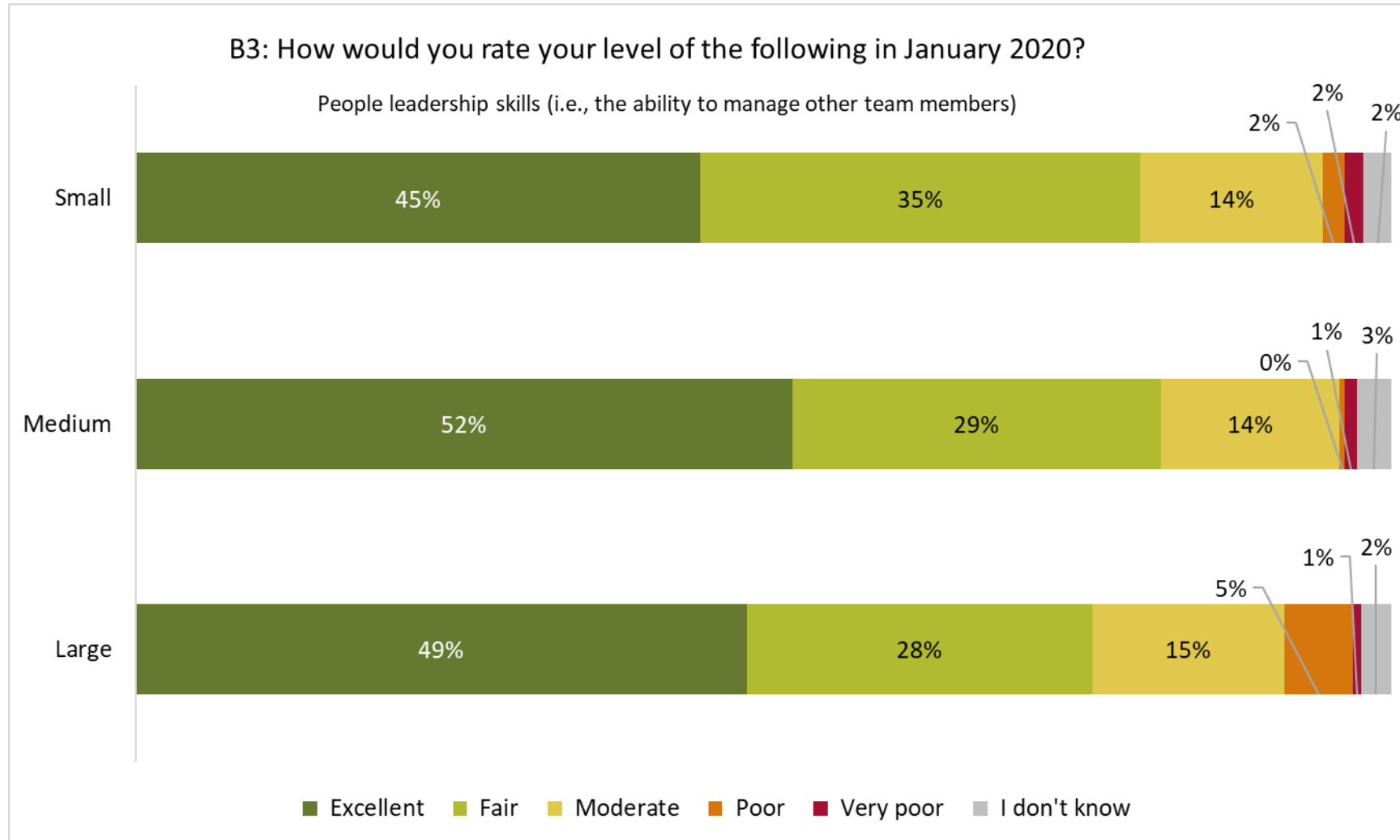
B3: How would you rate your level of the following in January 2020?

Teamwork/collaboration skills (i.e., the ability to work well with others on a team)



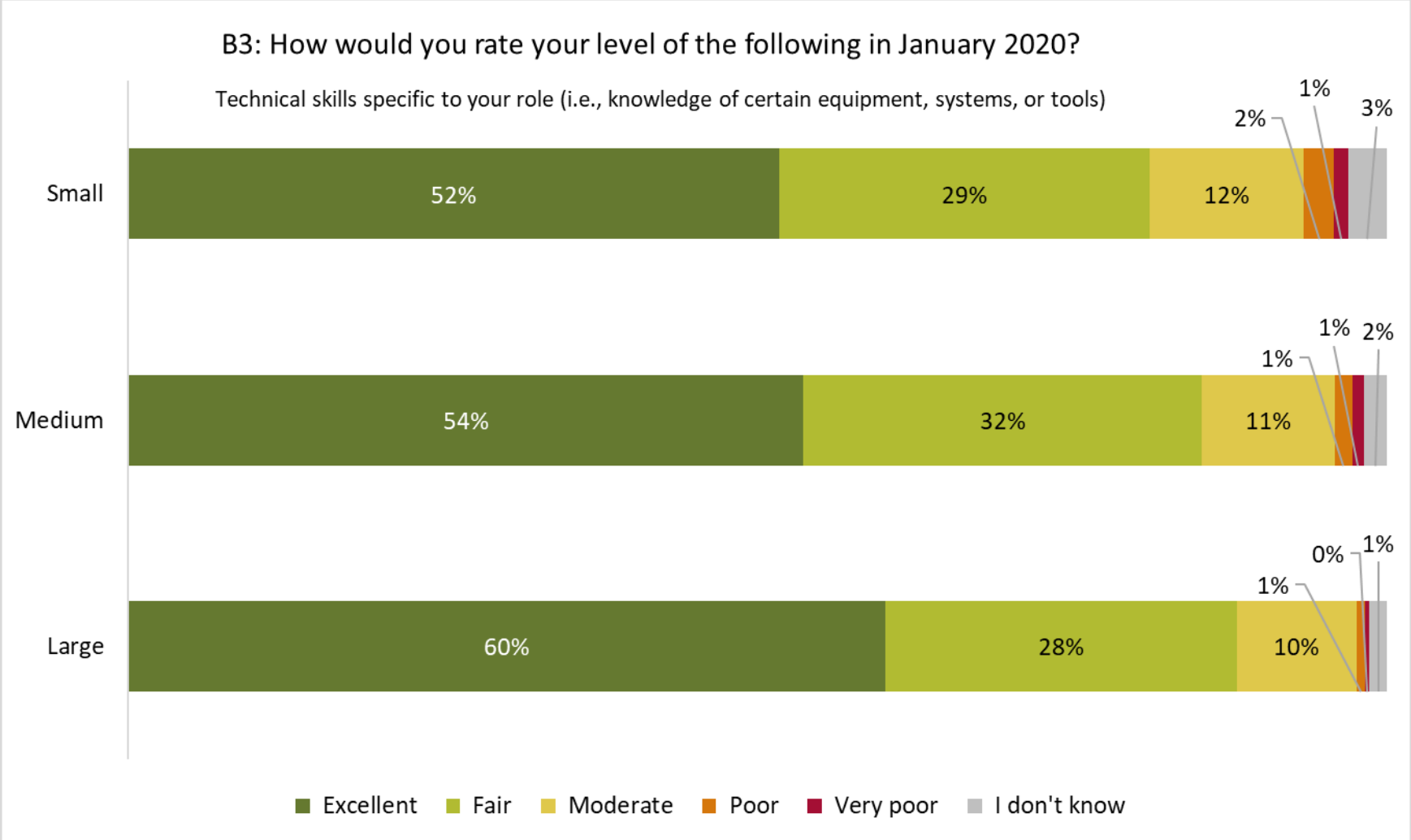
Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



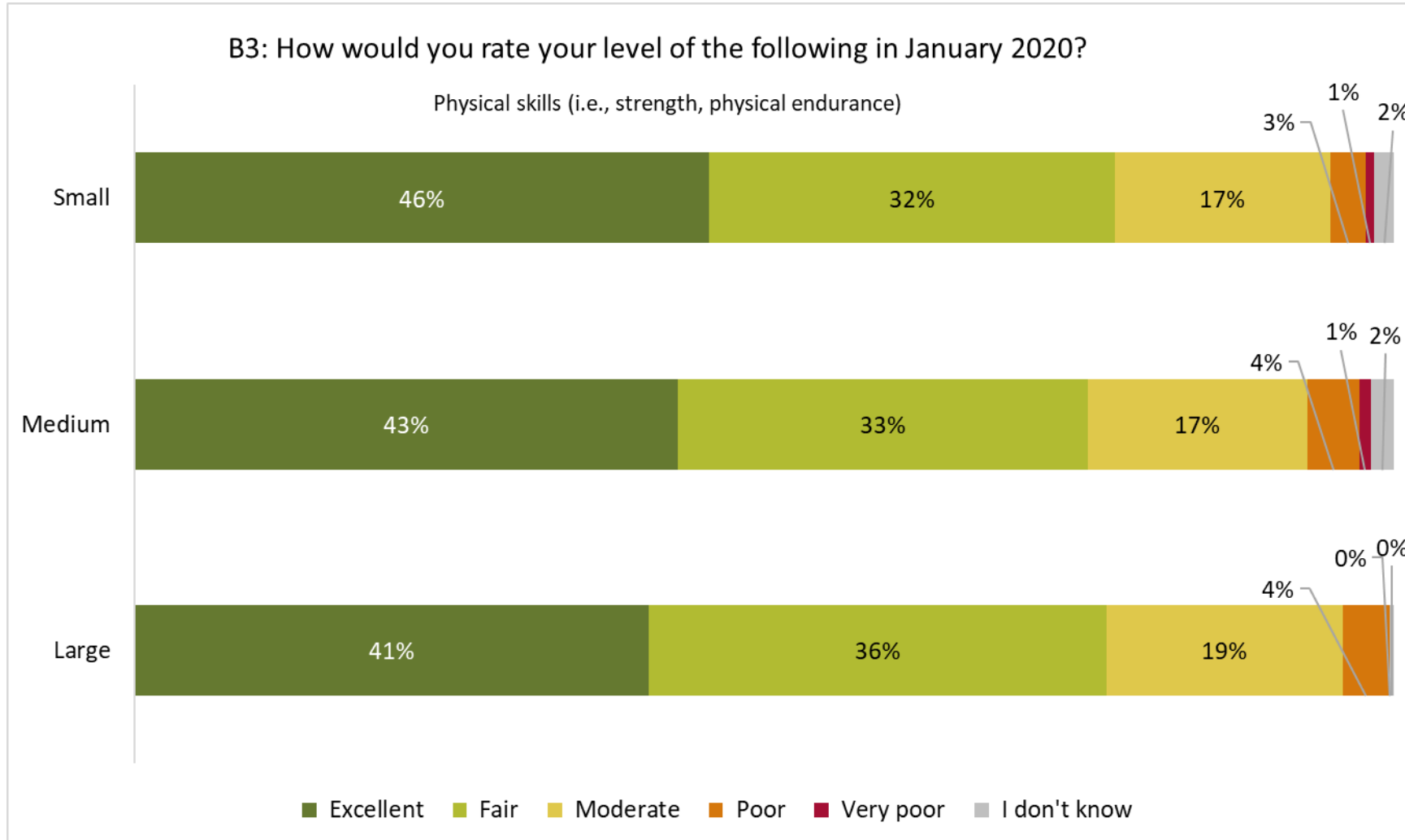
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Section B



Section B

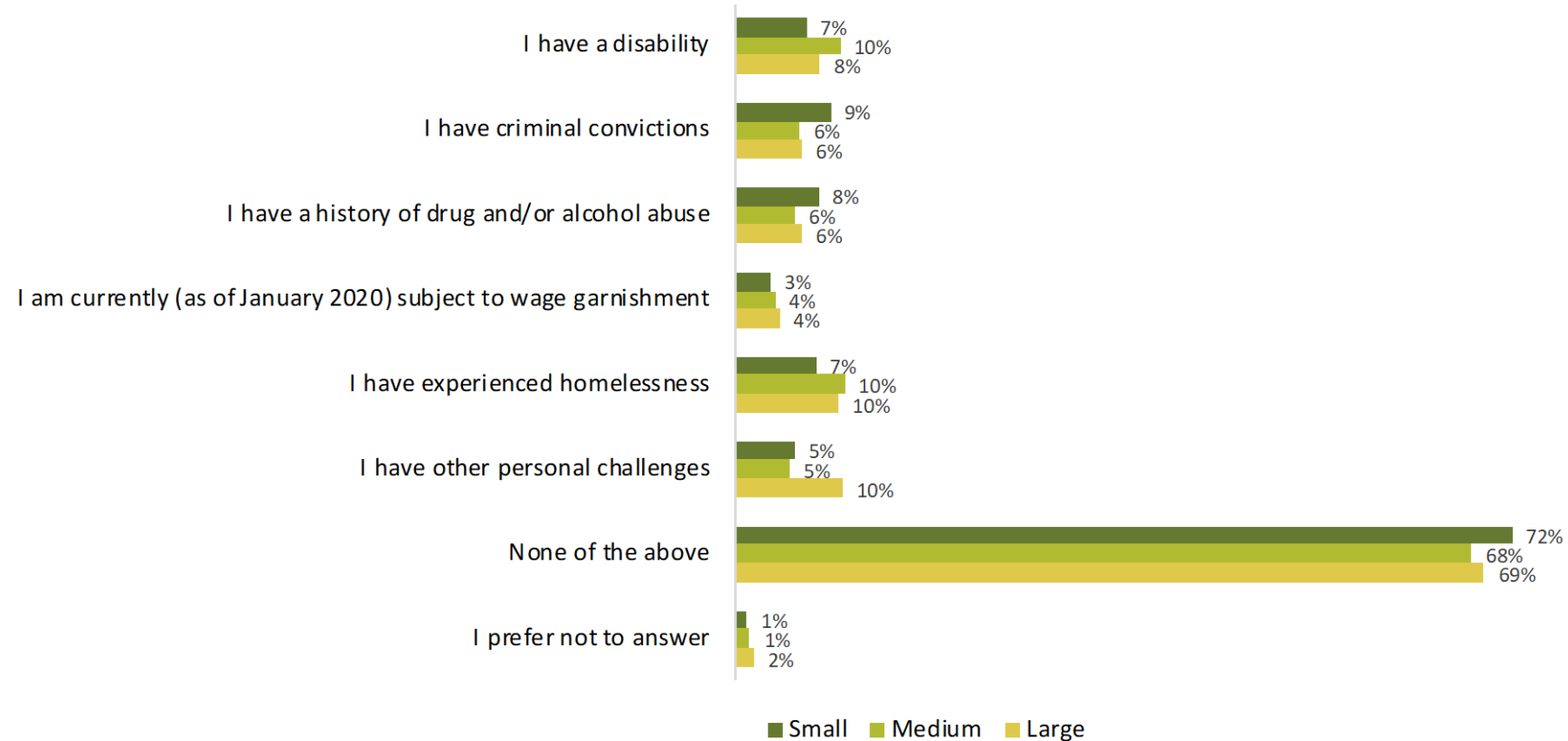
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section B

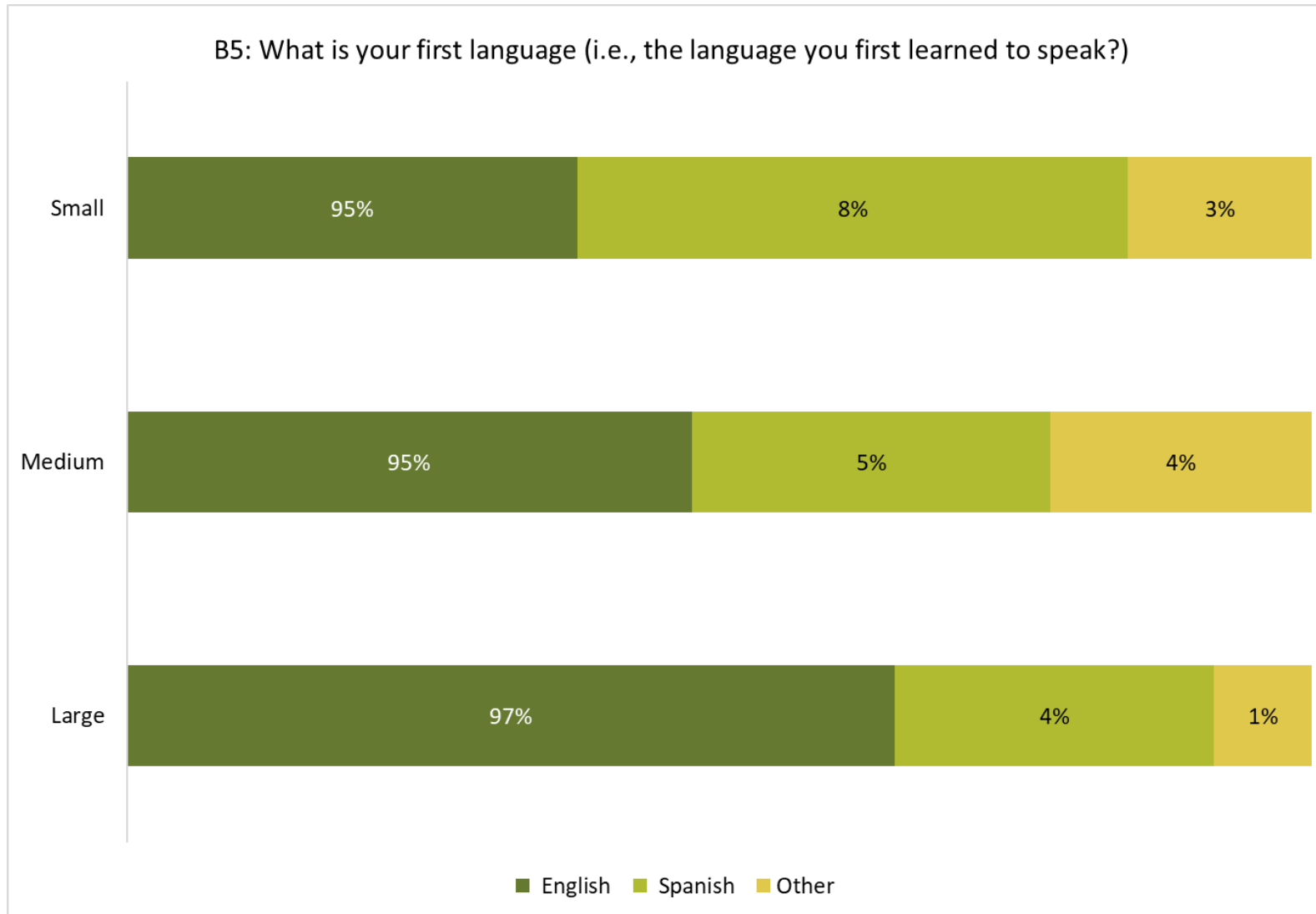
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B4: To provide a more complete picture of the personal challenges that can limit upward mobility, please mark whether any of the following apply:



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

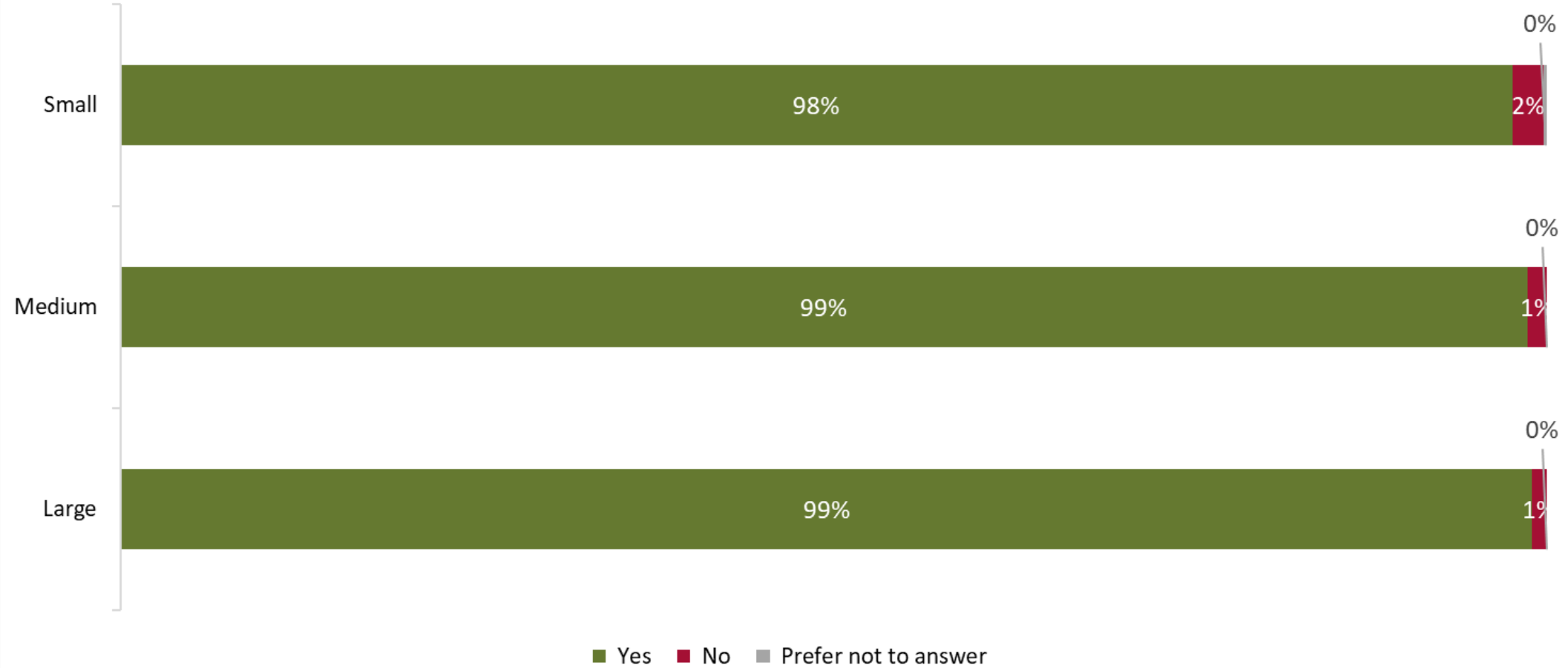


Note: Respondents could select all that apply.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section B

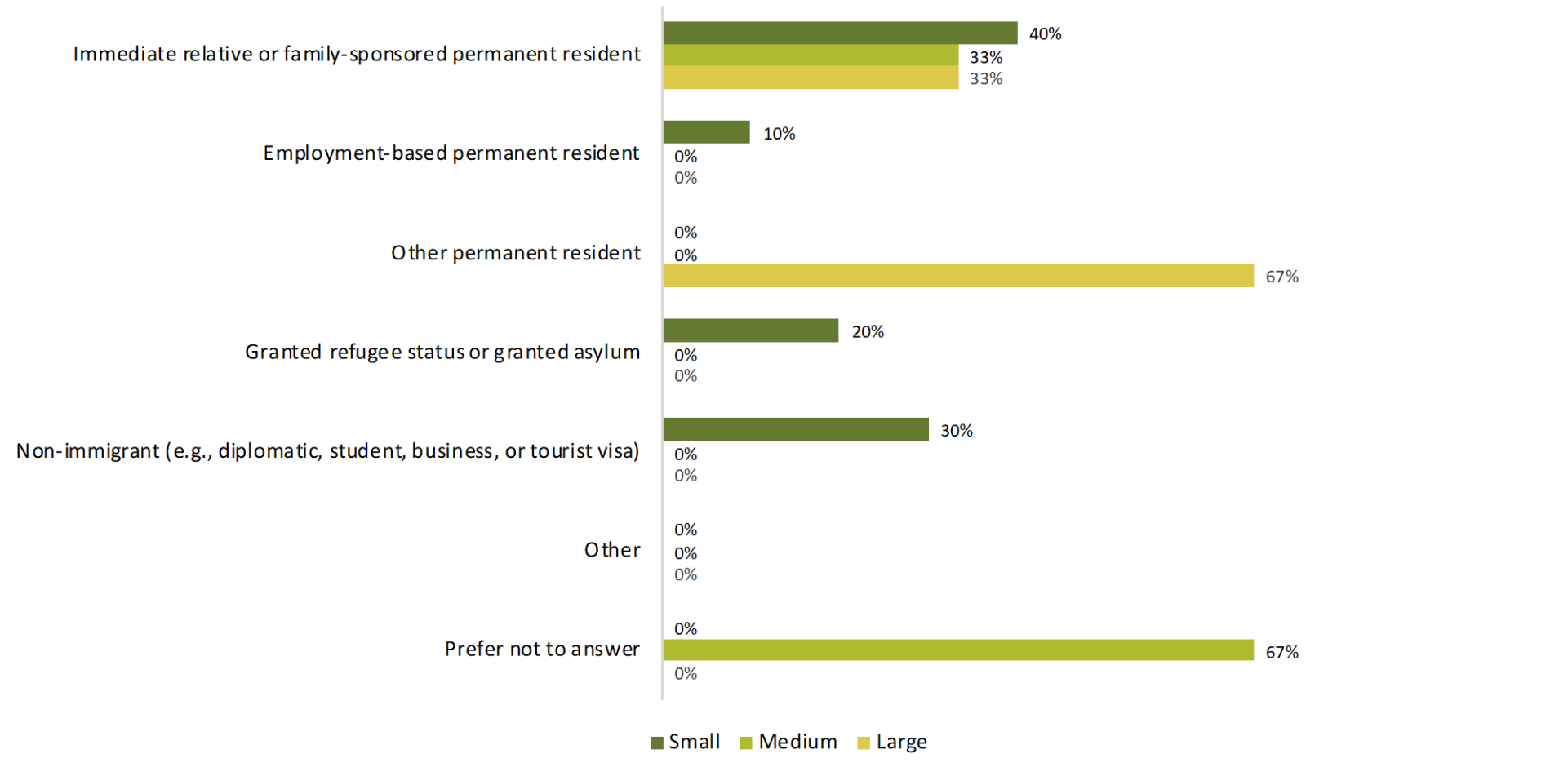
B6: Are you a U.S. citizen?



Section B

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

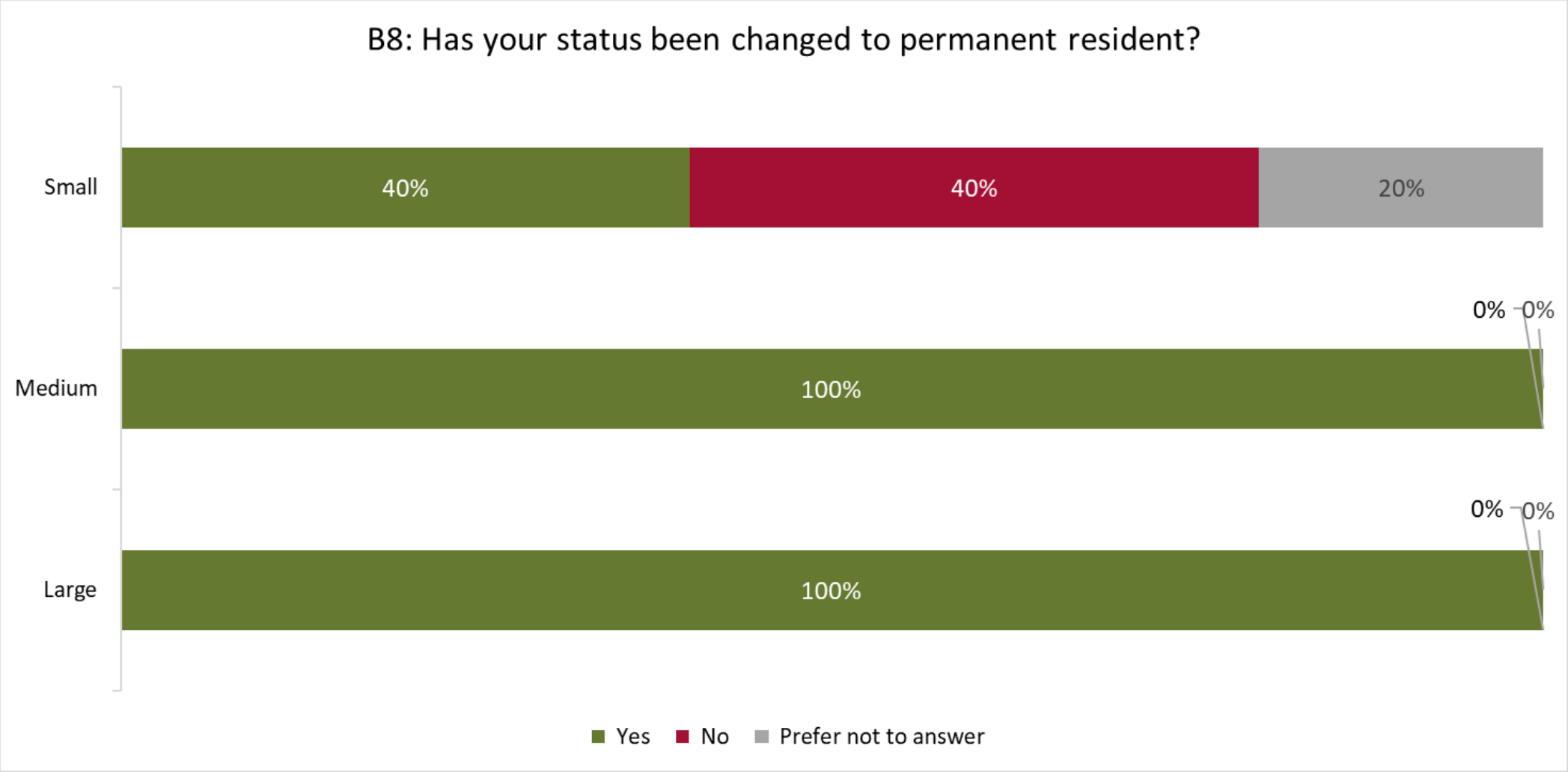
B7: When you moved to the United States to live, what was your immigration status?



Note: Only those who answered no to being a U.S. citizen in the previous question answered this question

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

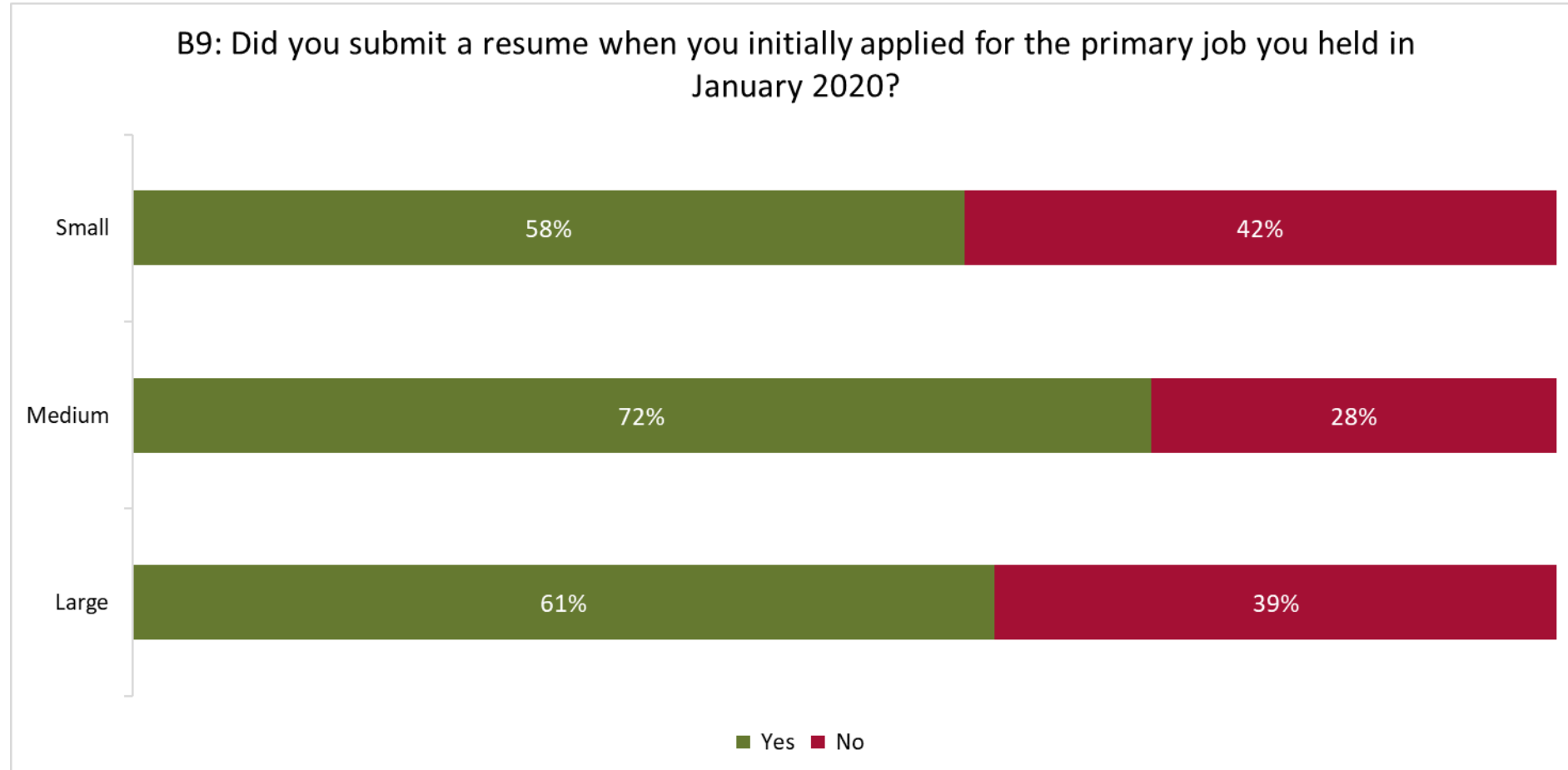
Section B



Note: Only those who answered no to being a U.S. citizen and are a non-permanent arrival answered this question

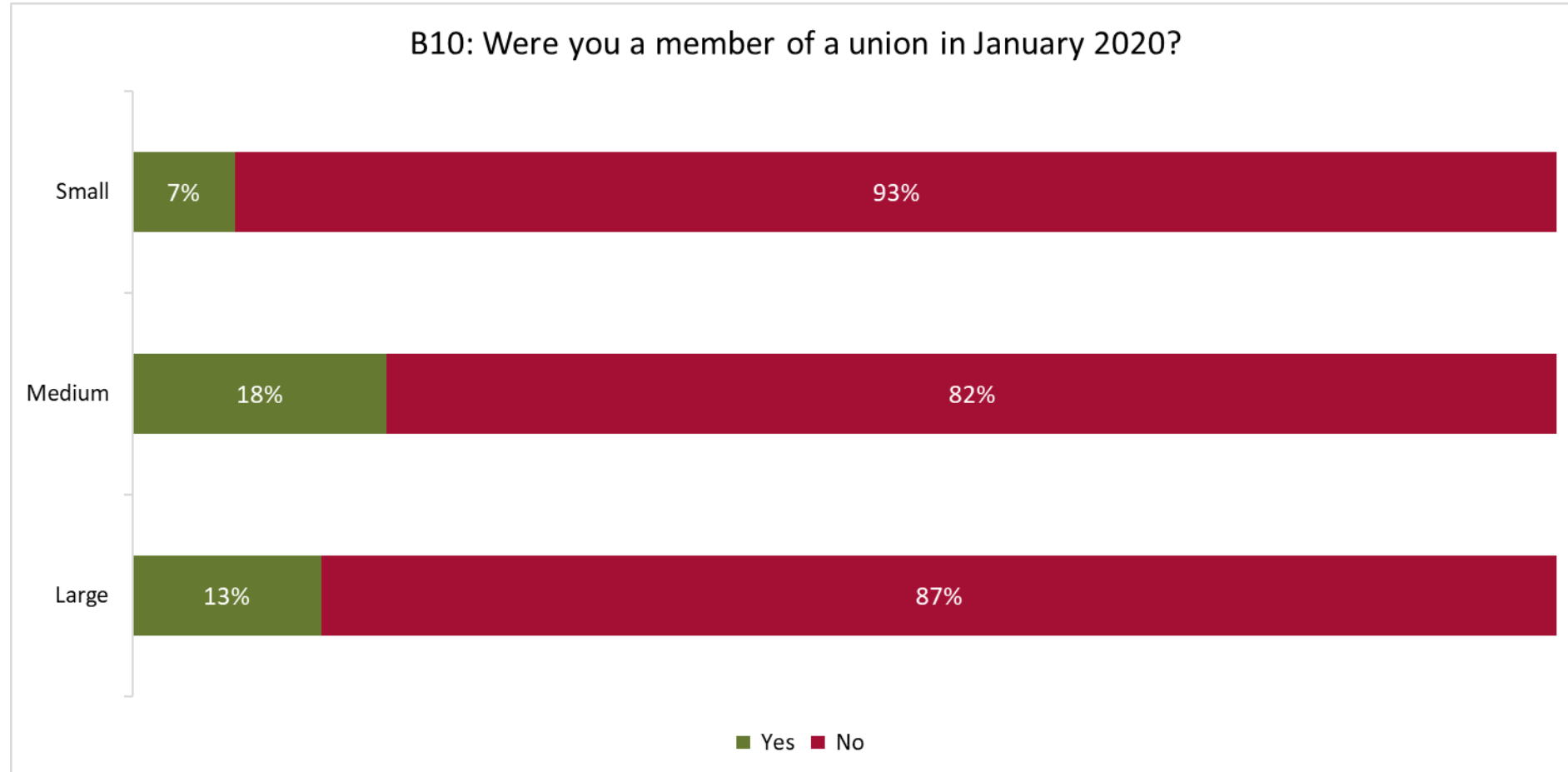
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Section B

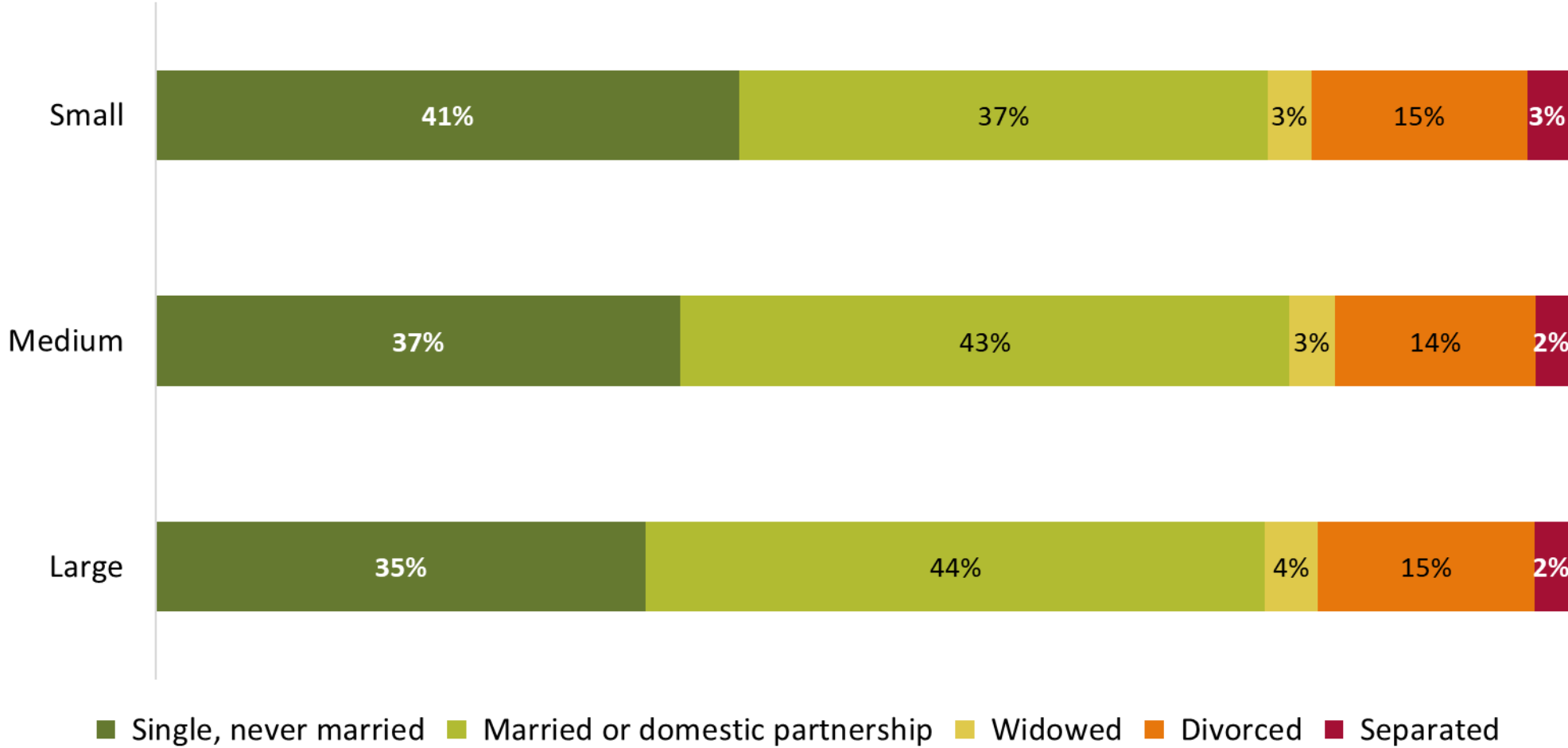
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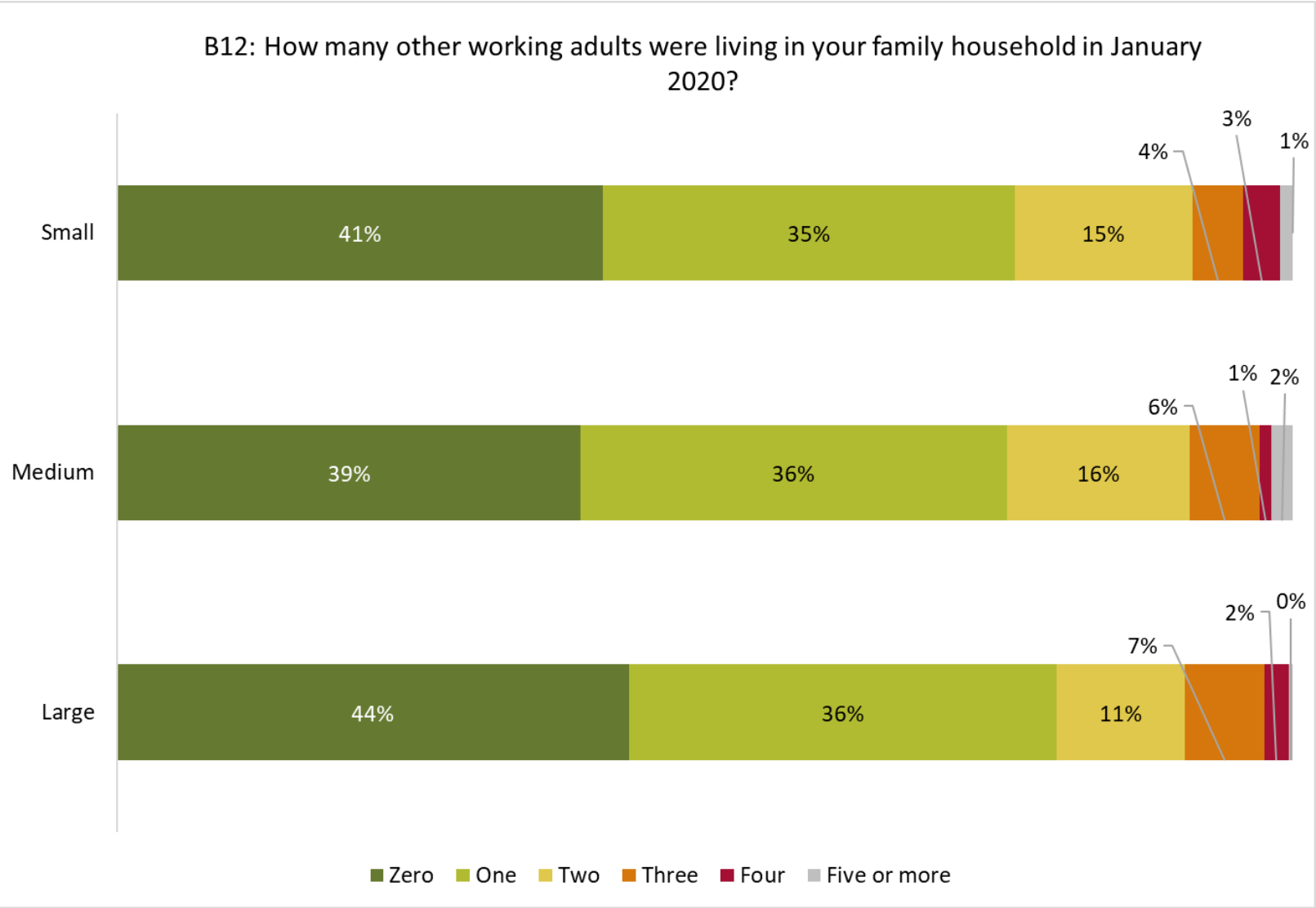
B11: What was your marital status in January 2020?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

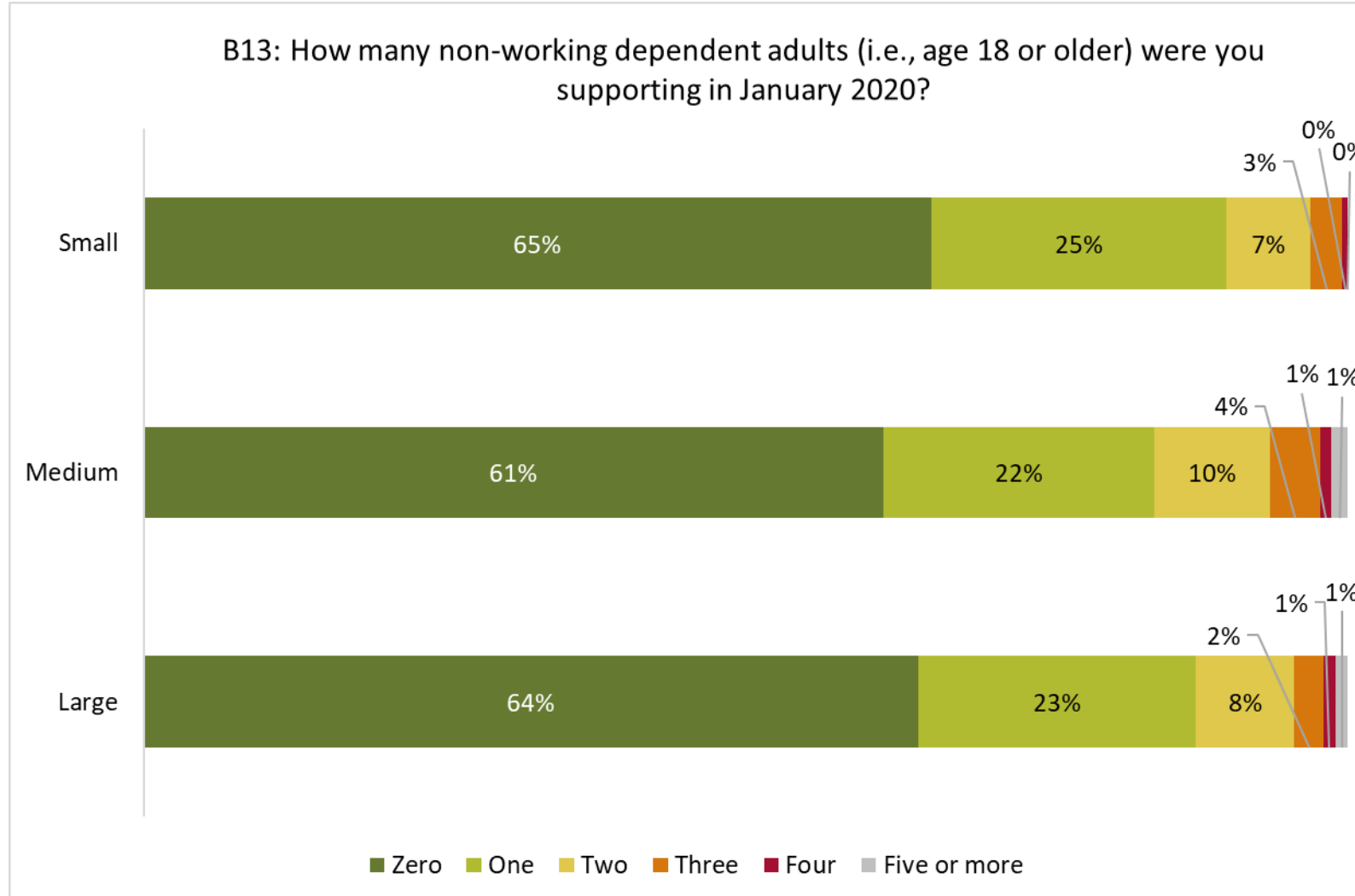
Section B

B12: How many other working adults were living in your family household in January 2020?



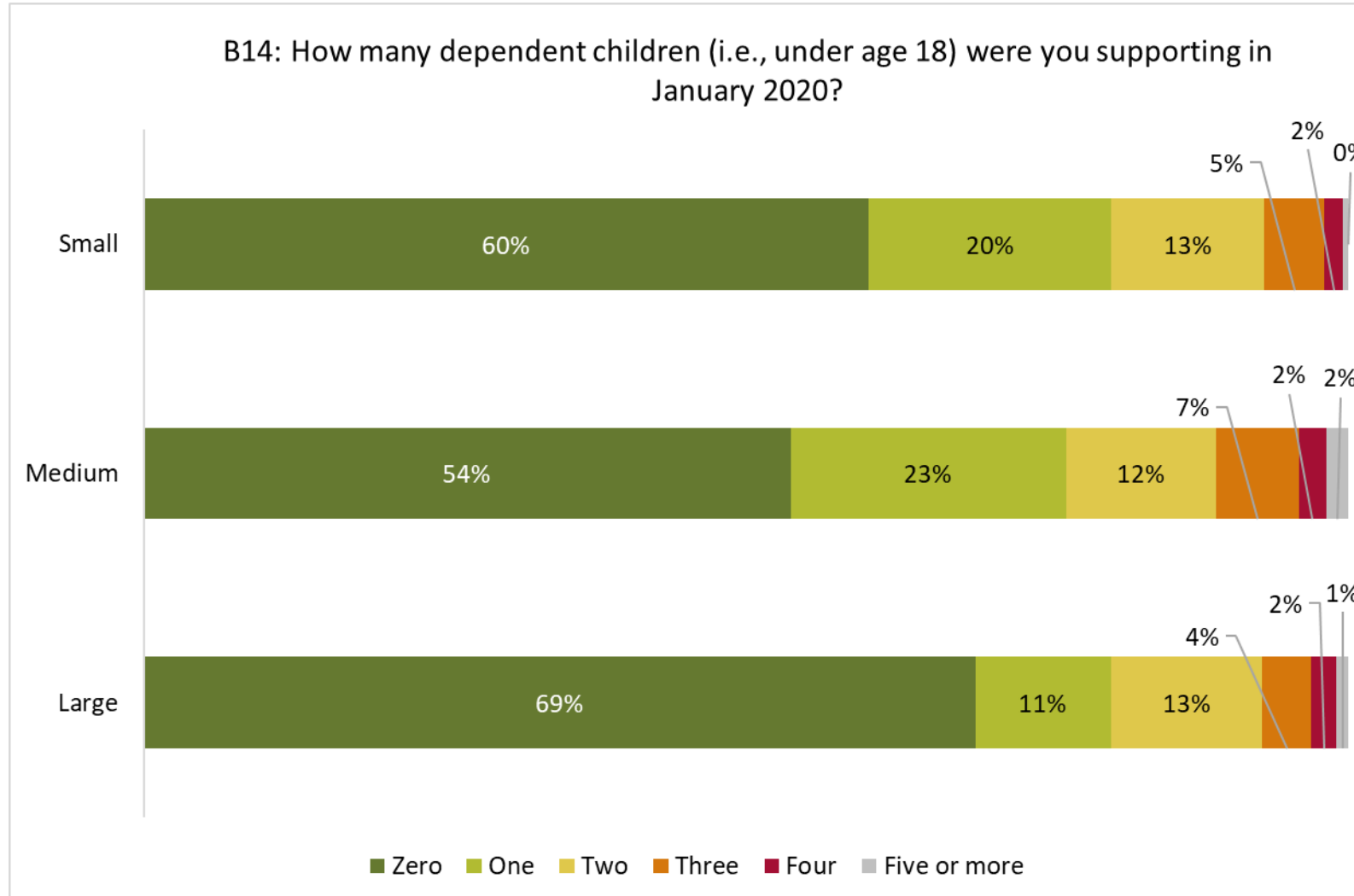
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Section B

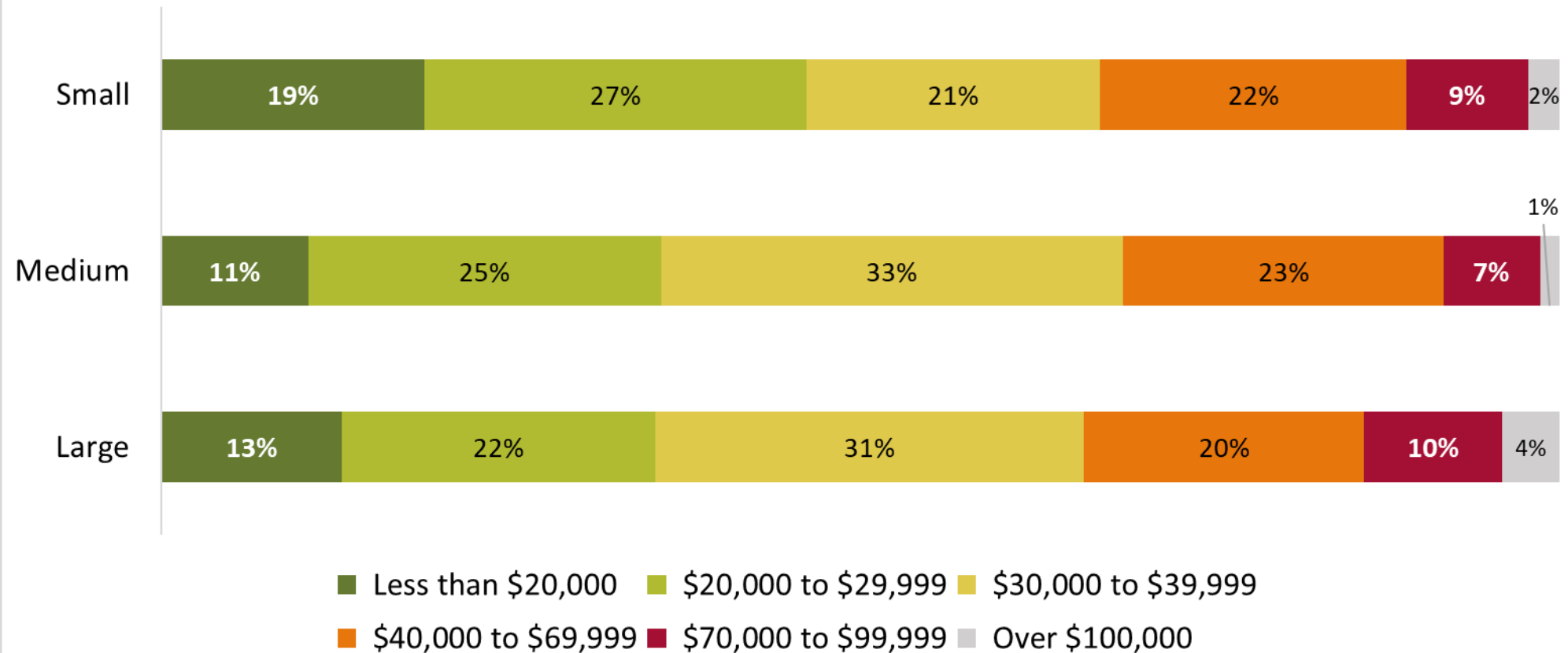
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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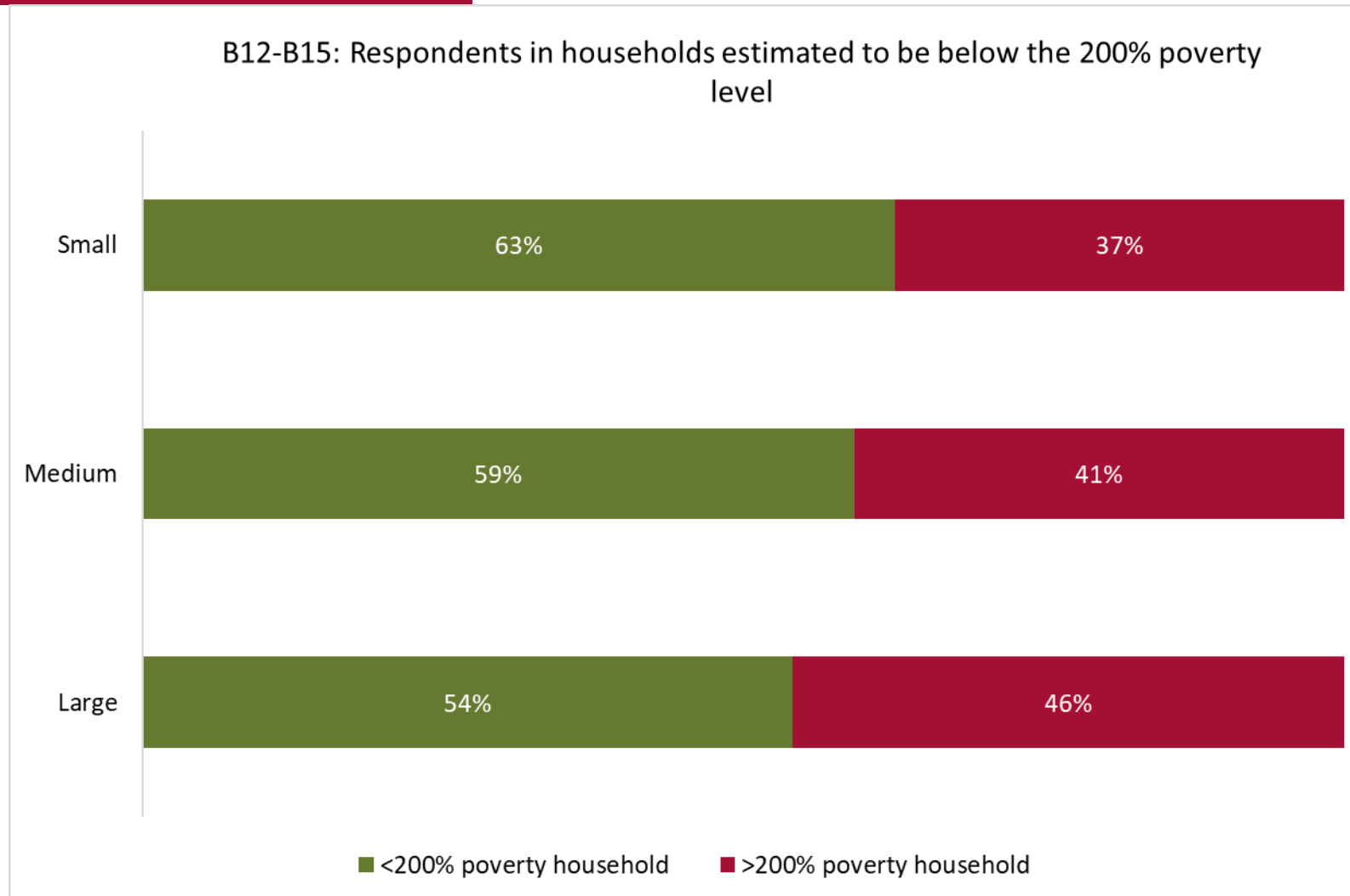
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

B15: What was your family household's average total annual income from paid work (i.e., income from all working adults in your family household) in January 2020?



Section B

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: this was calculated using questions B12-B15. For questions B12-B14, we totaled up the number of people in the respondent’s household. We then used a table listing the 200% poverty cutoff for each household number (ex. 3 person household cutoff was \$39,970). If the salary in question B15 was below the threshold for their household number, they were deemed <200% poverty, if the salary was above the threshold, they were deemed >200% poverty. Note question B15 gave ranges of salaries, so this is an estimate.

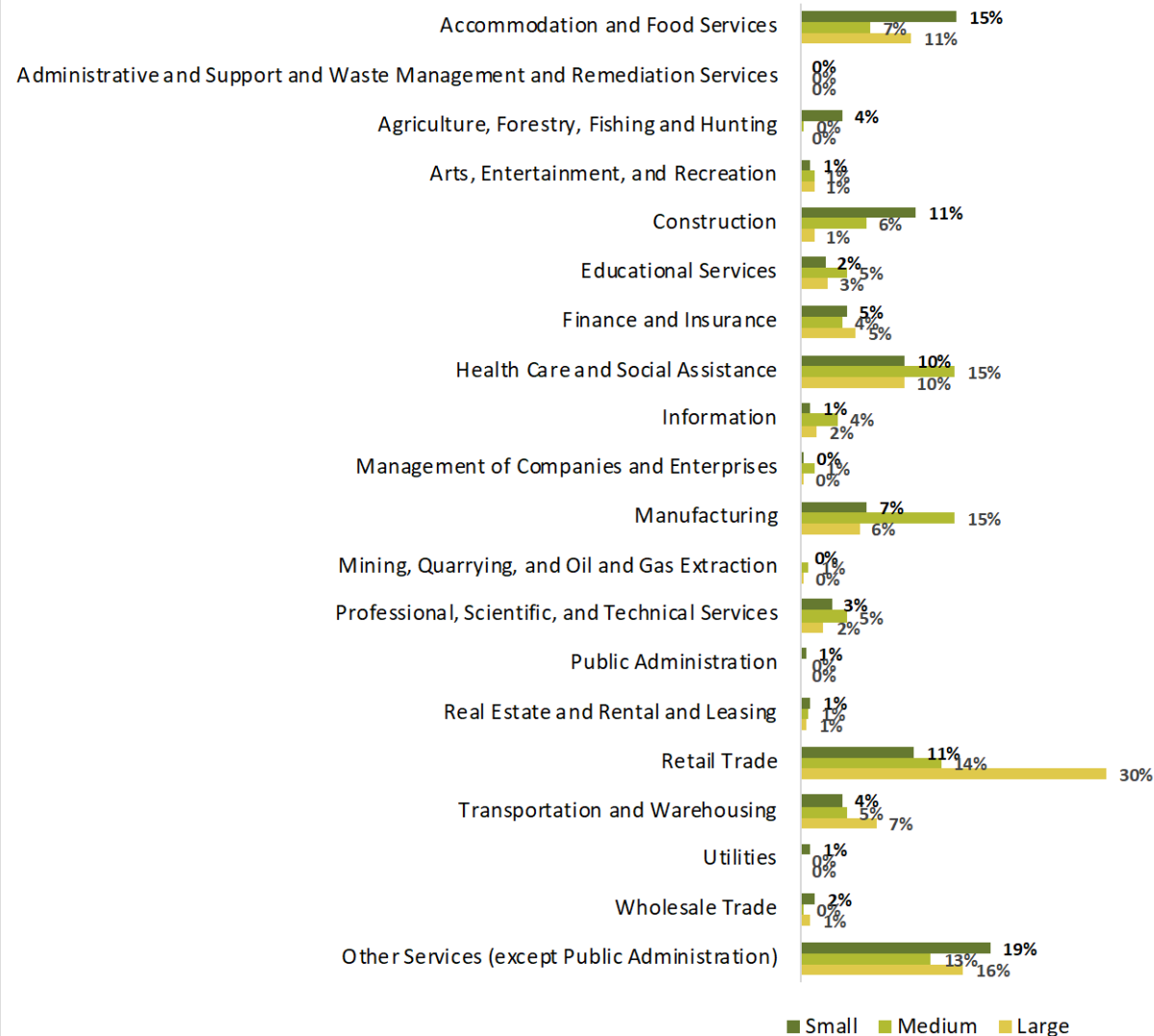
Section C

Your employment

Section C

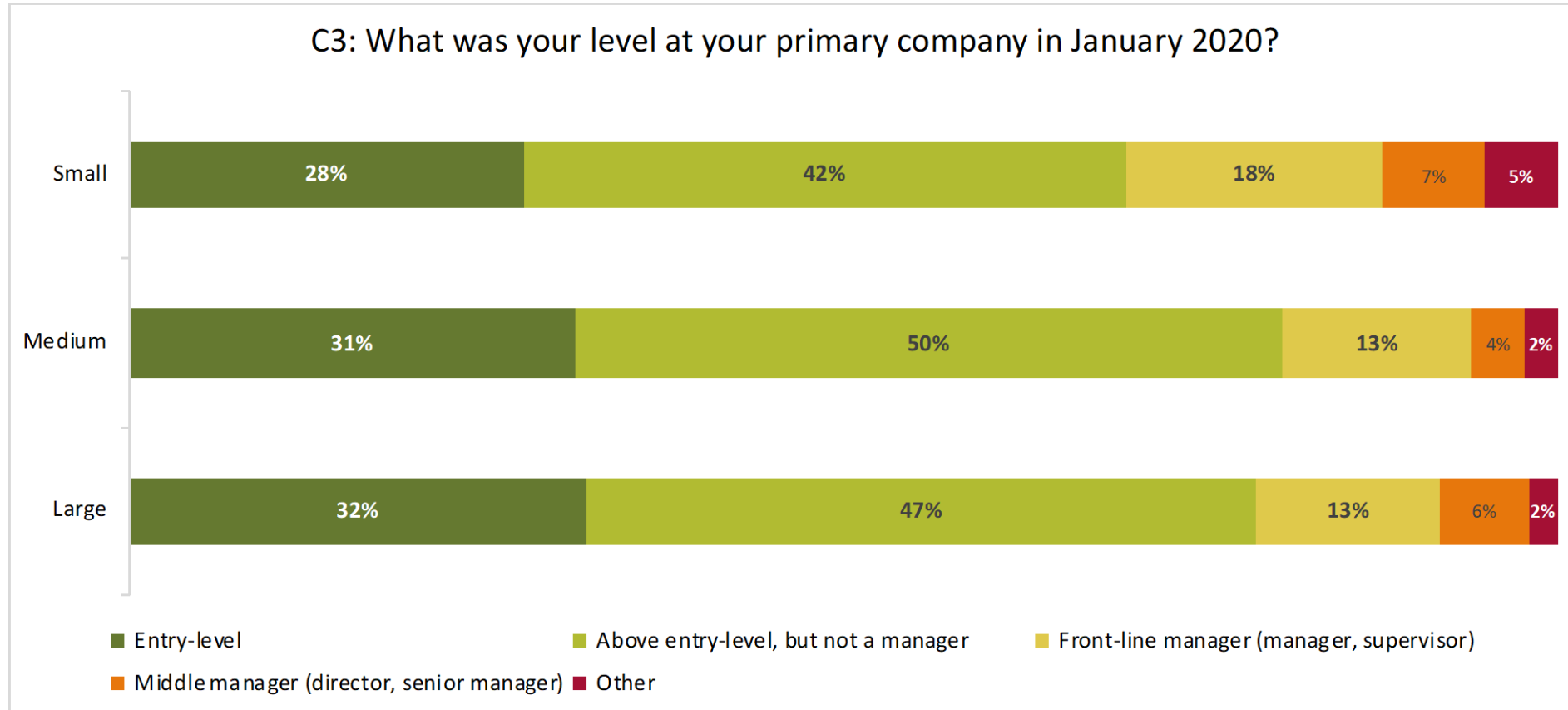
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C1: What best describes the industry of your primary company in January 2020?



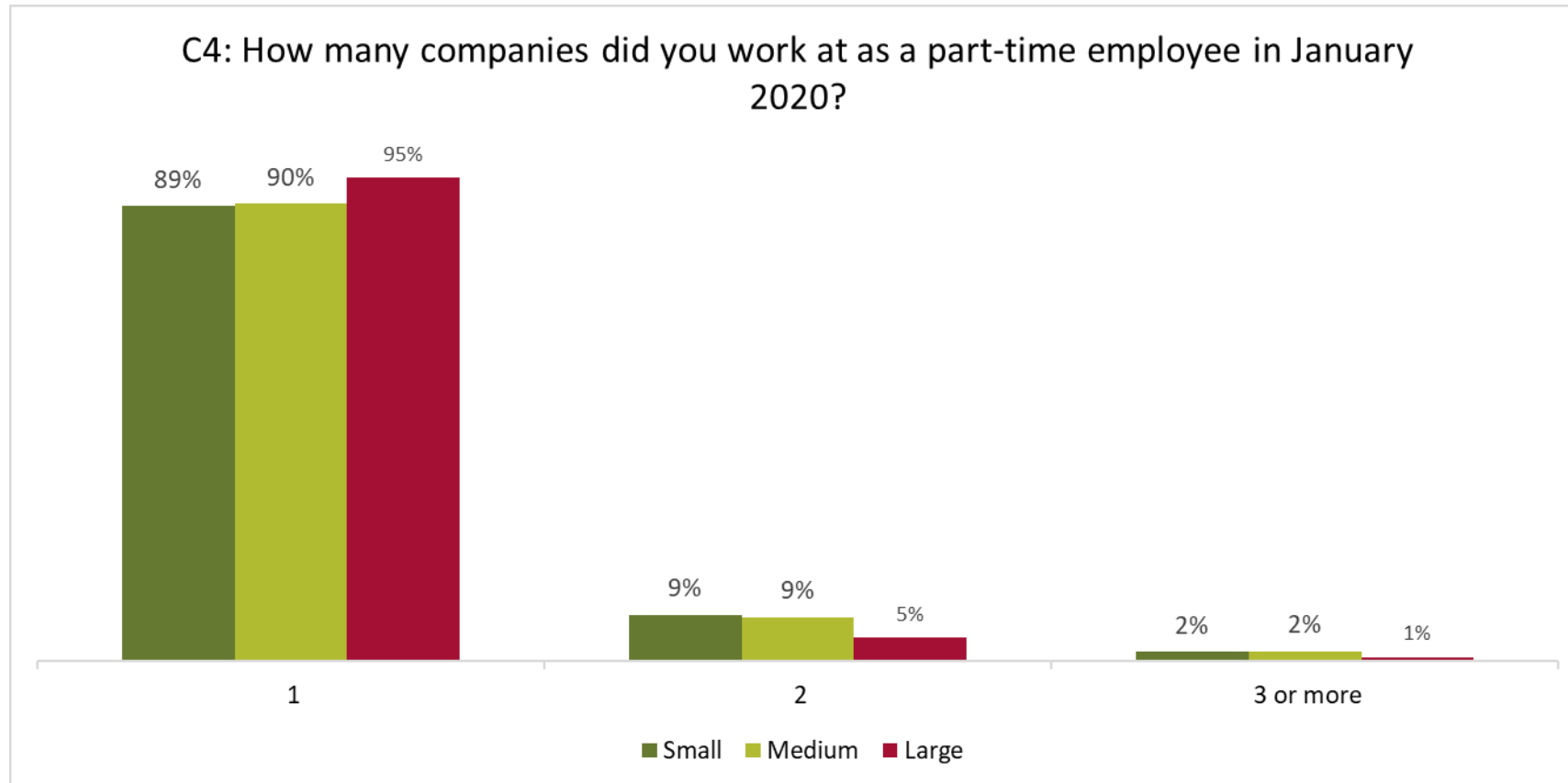
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Section C

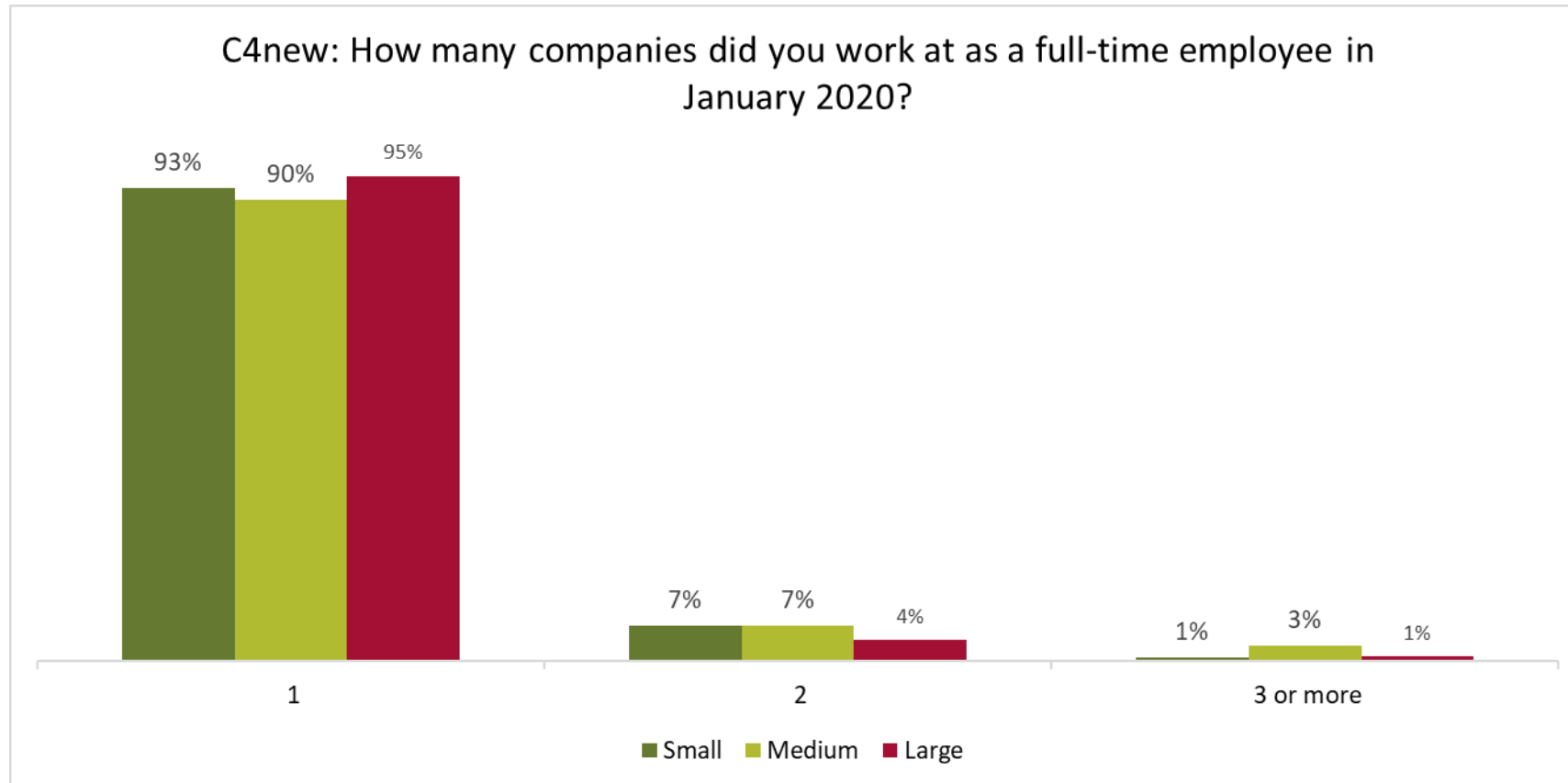
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who answered “Full-time employee *and* part-time employee” or “Part-time employee” in A4 answered this question, excludes freelance/gig work

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

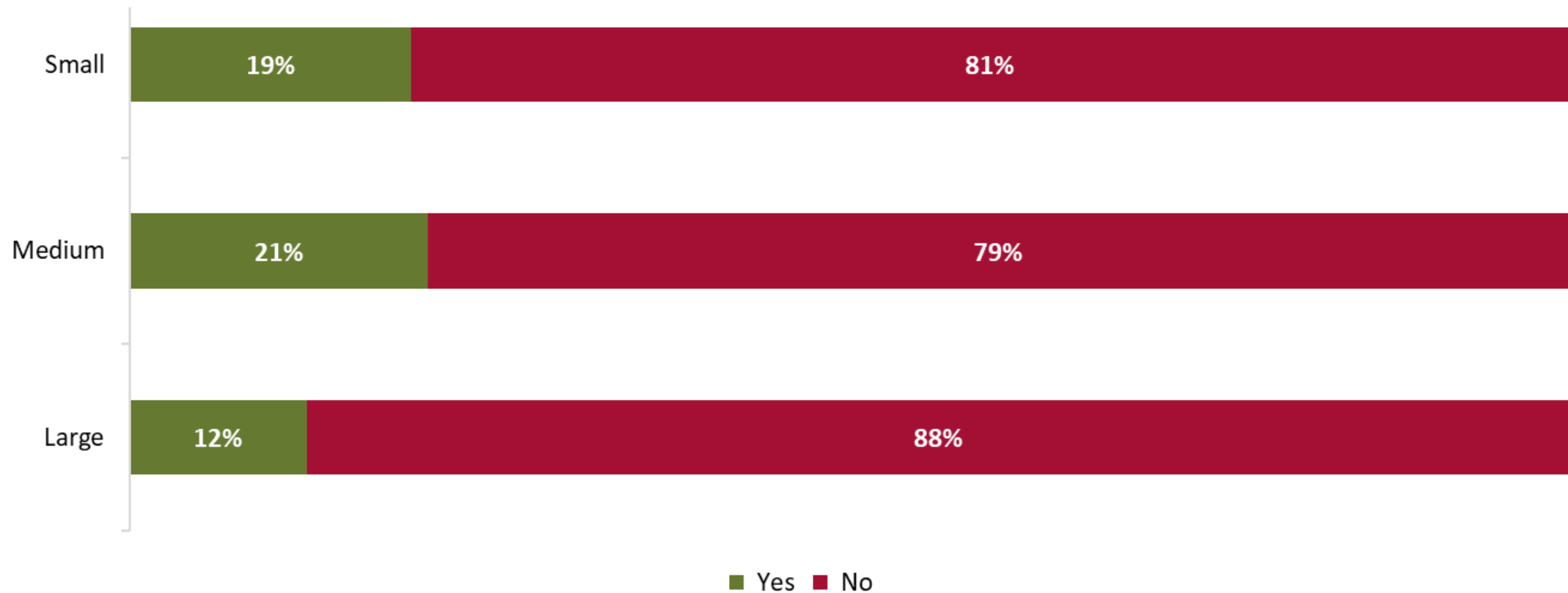


Note: Only respondents who answered “Full-time employee *and* part-time employee” or “Full-time employee” in A4 answered this question, excludes freelance/gig work

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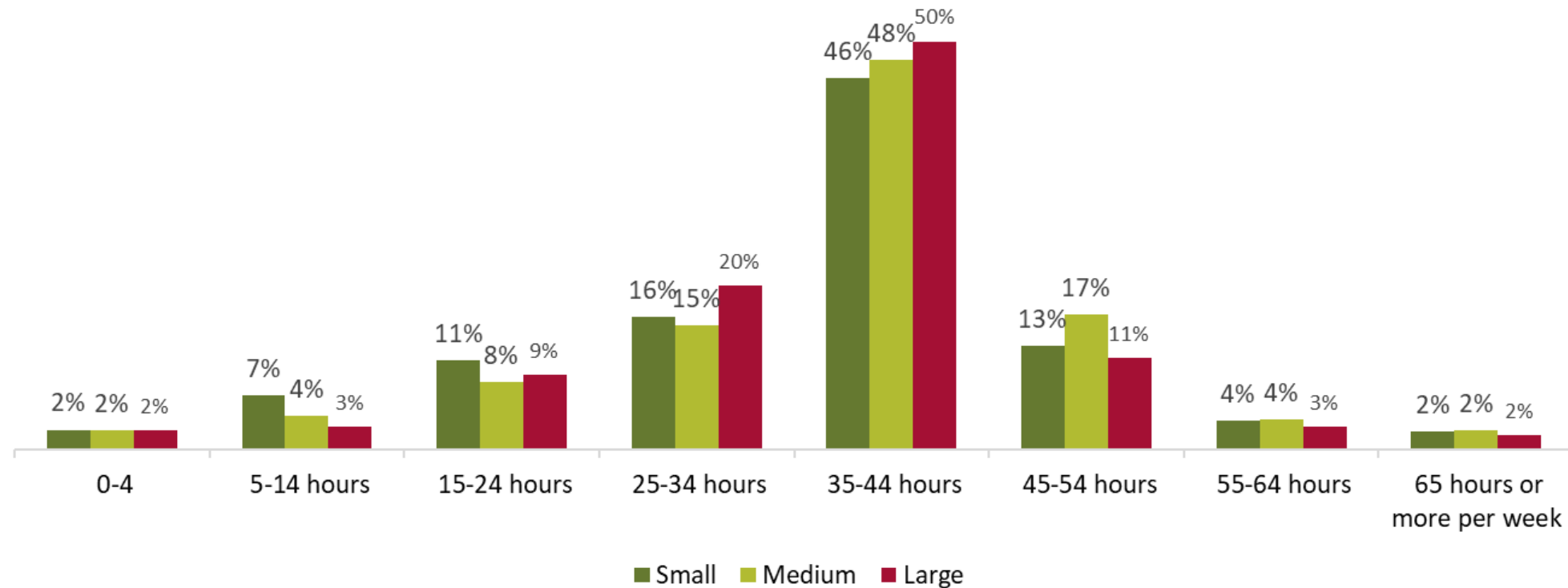
C5: In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?



Section C

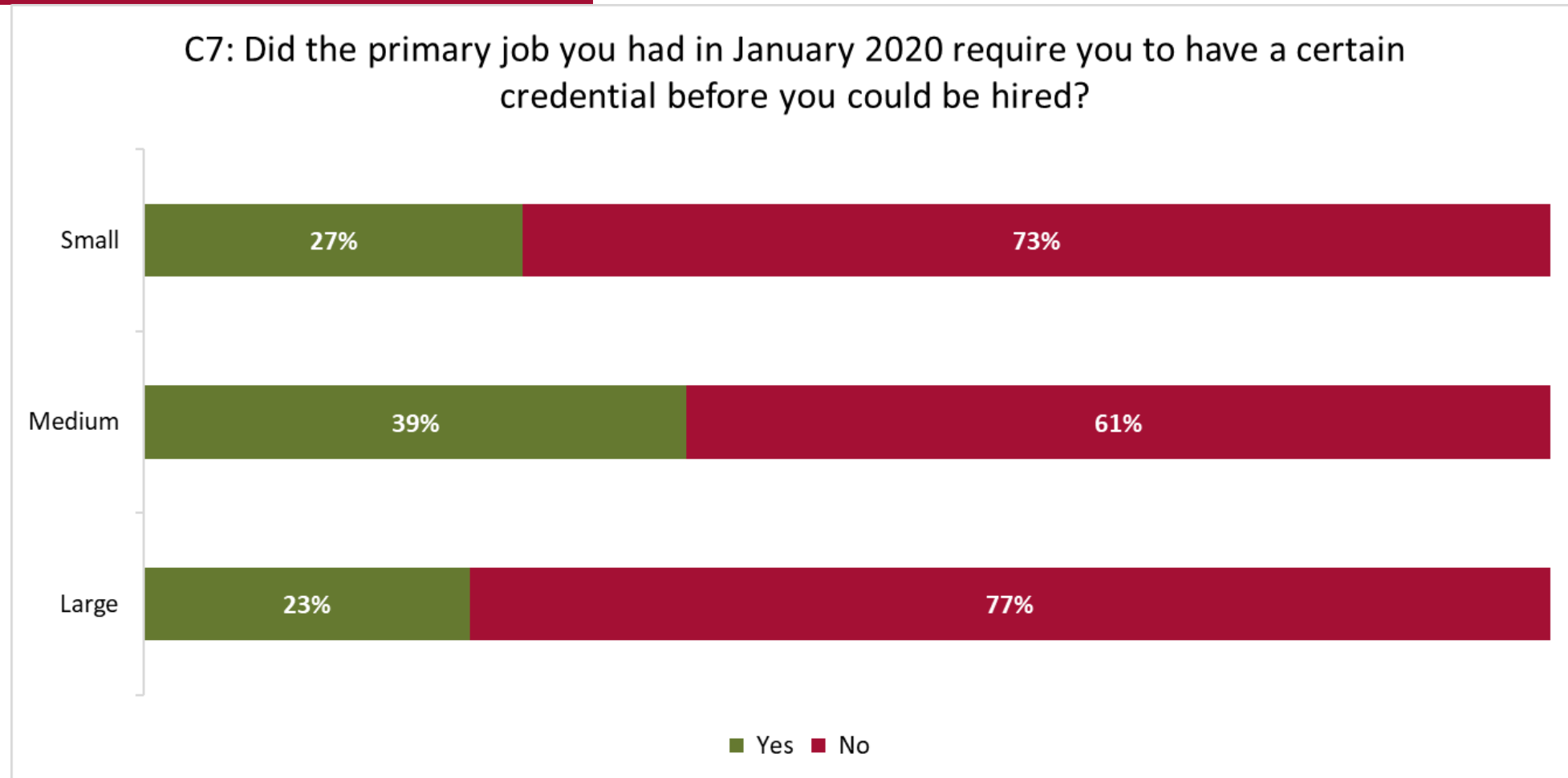
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C6: How many total hours did you work per week across all of your jobs (including freelance or gig jobs) in January 2020?



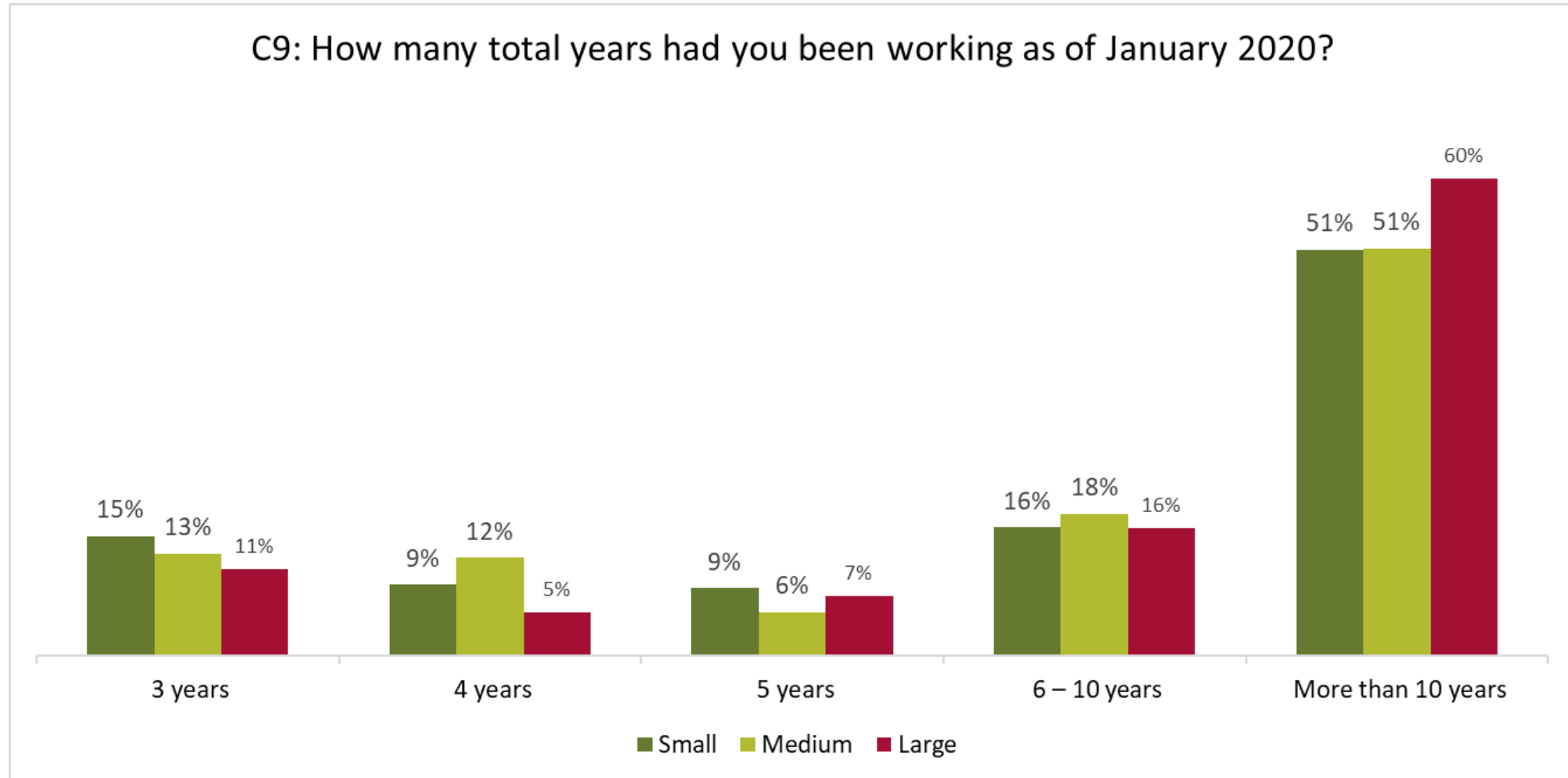
Section C

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Section C

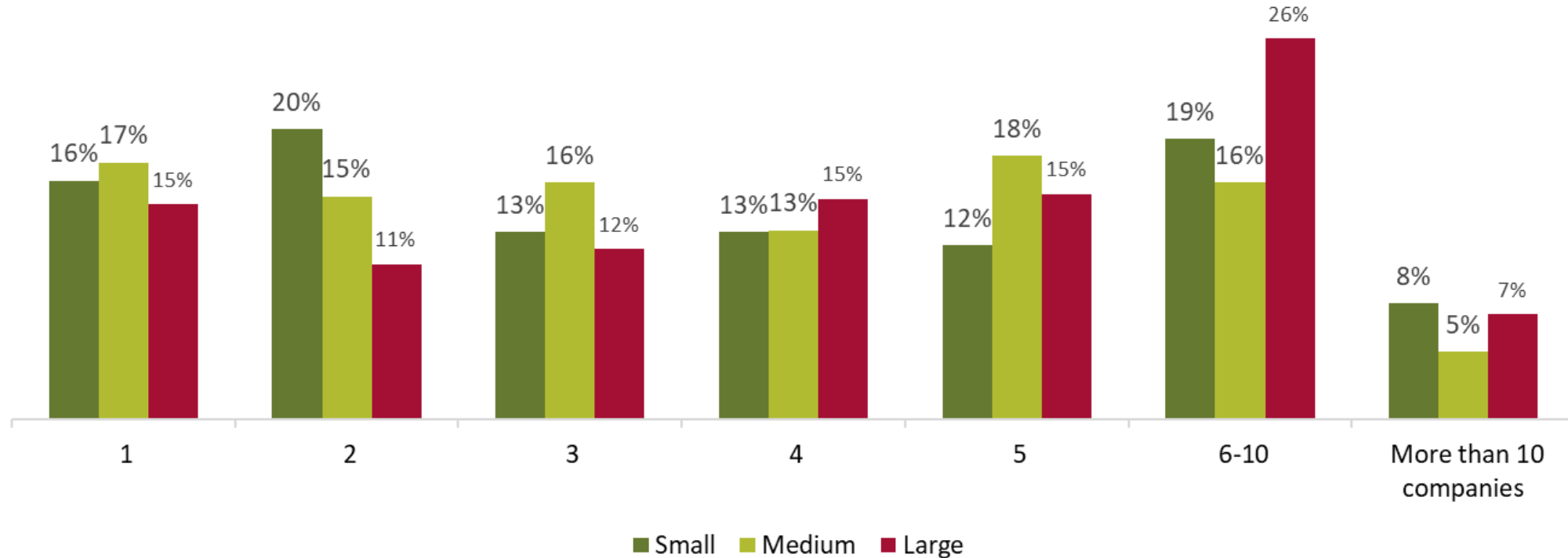
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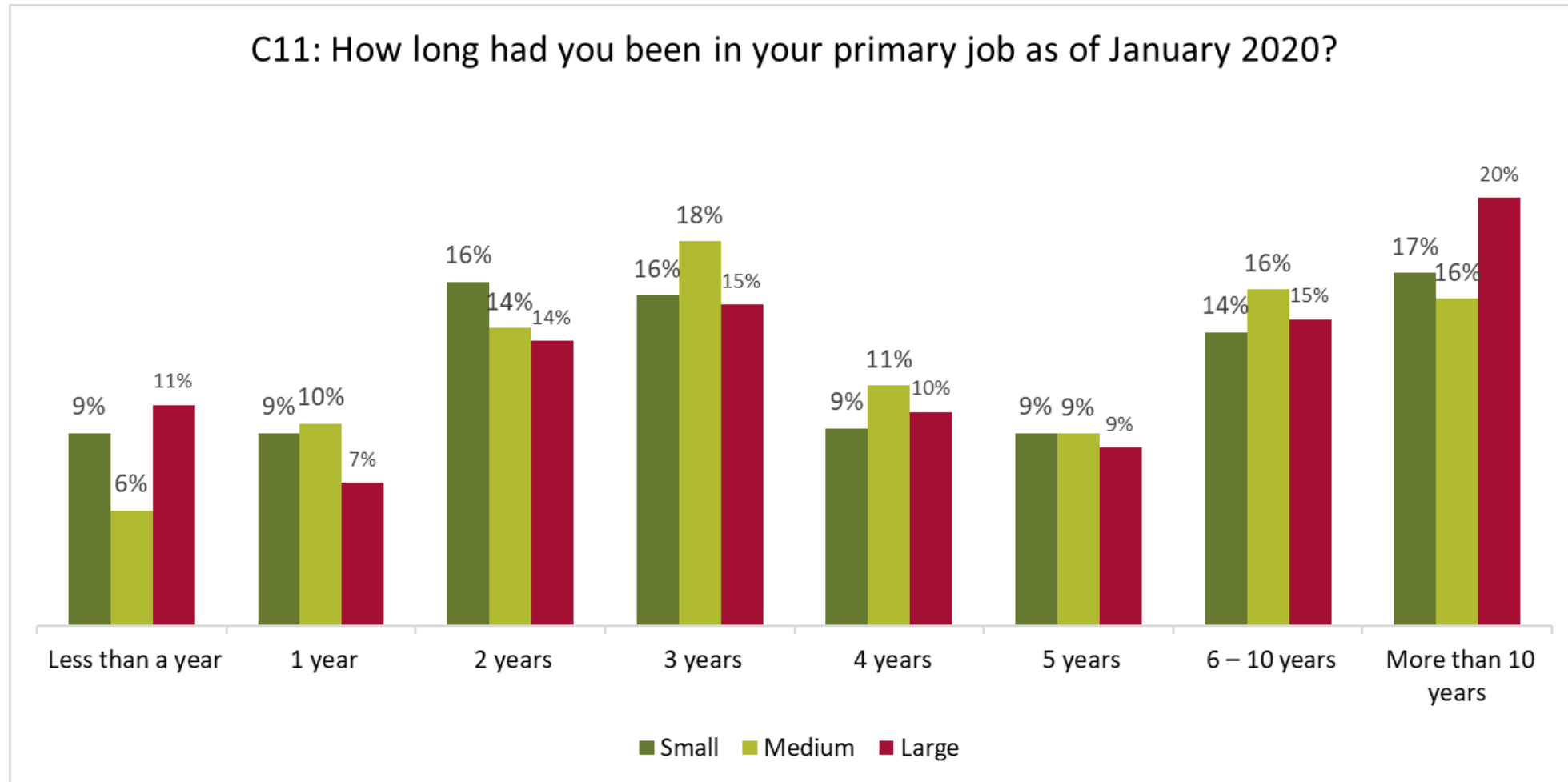
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

C10: During those working years, (beginning with age 18), how many different companies have you worked in, including the companies you worked at in January 2020?



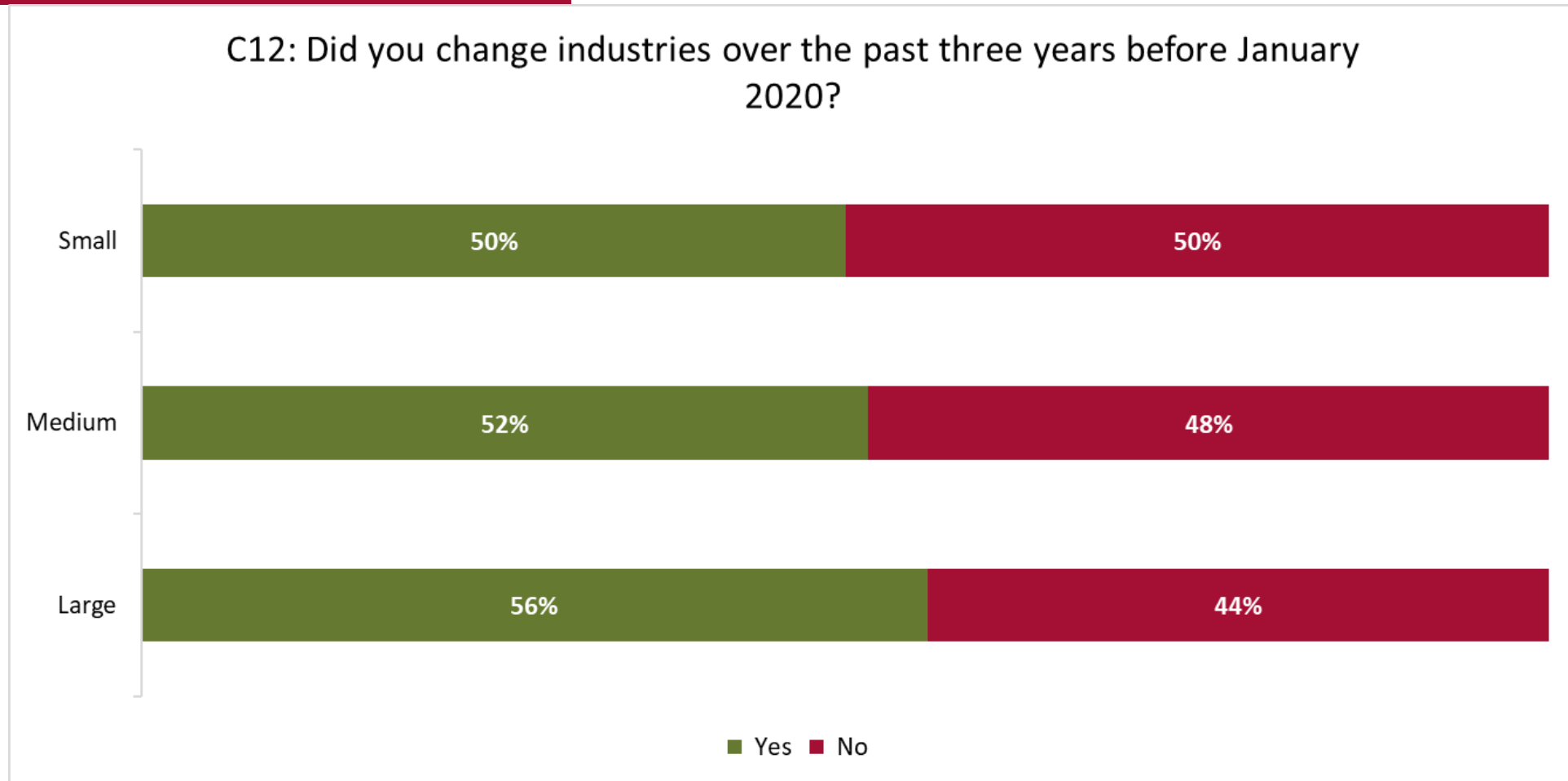
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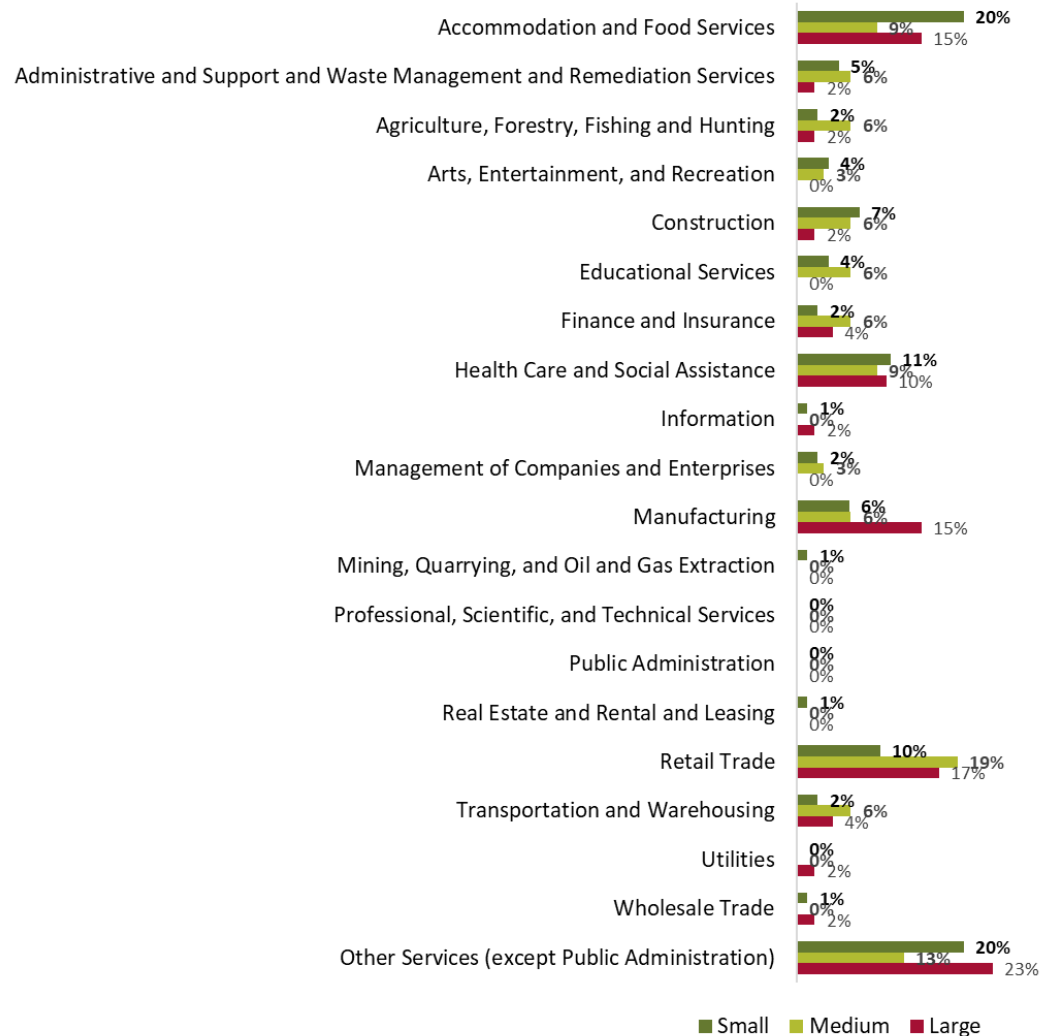


Note: Only respondents who had changed companies in the last 3 years answered this question

Section C

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

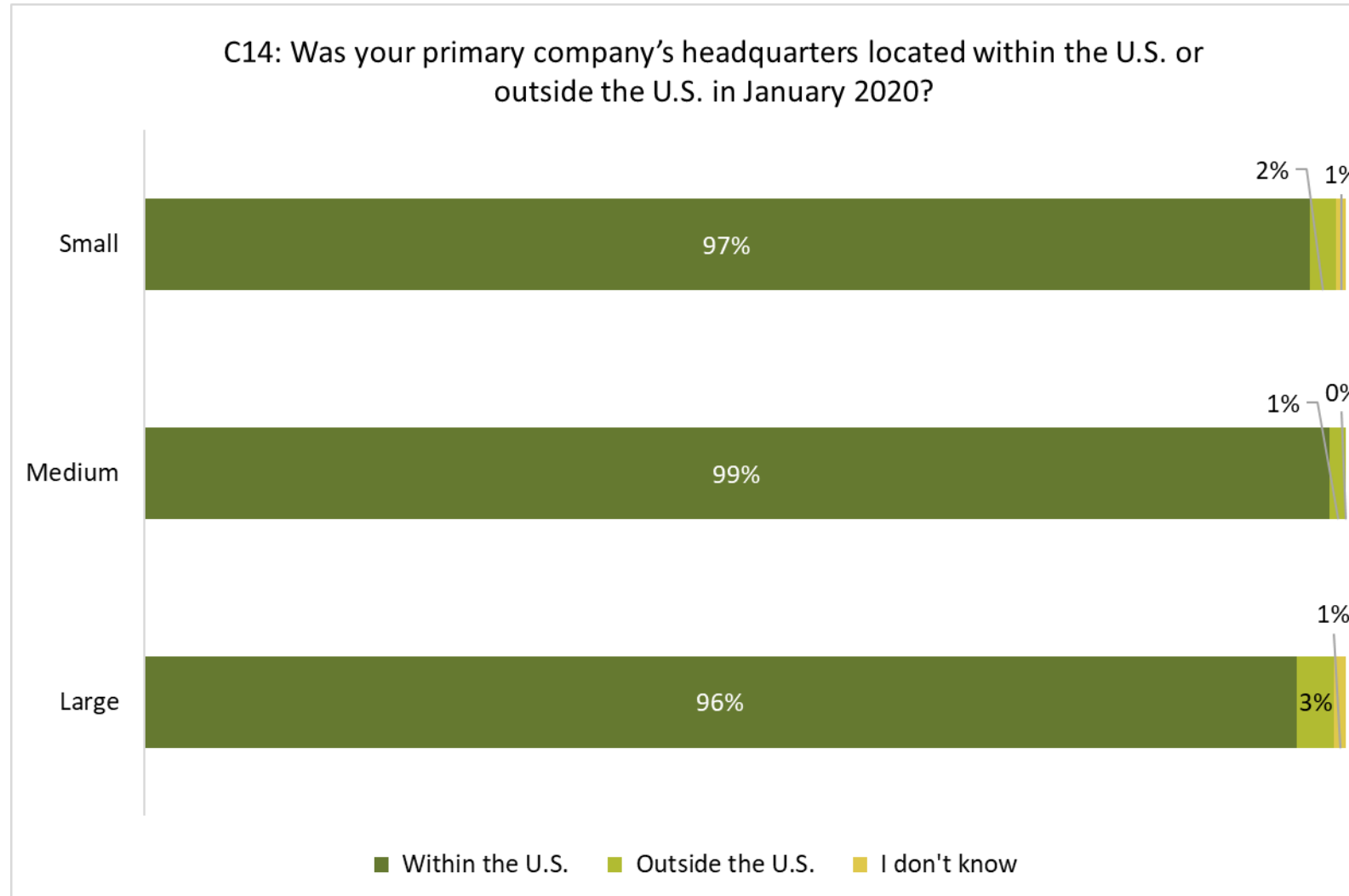
C13: Which industry were you working in before you changed industries?



Note: Only respondents who had changed industries in the last 3 years answered this question

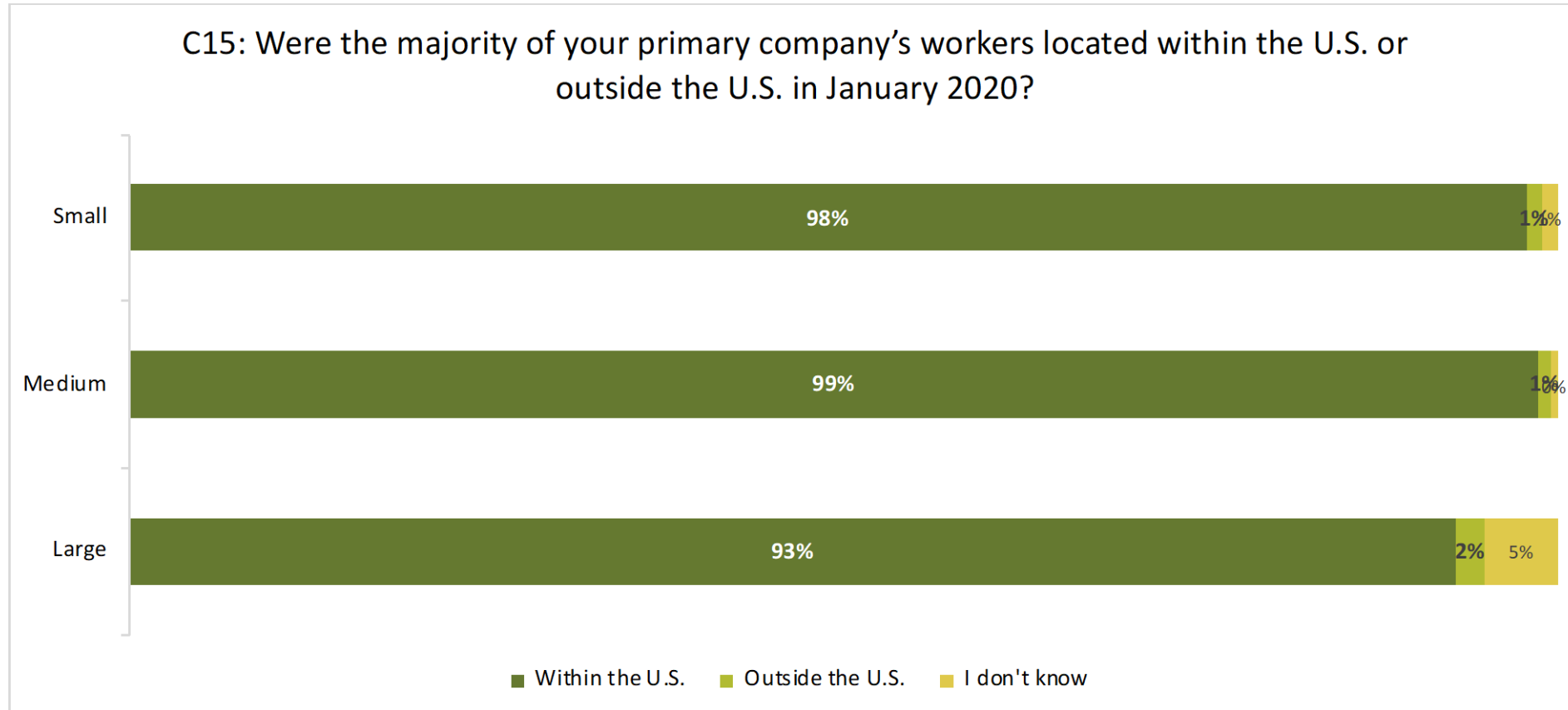
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



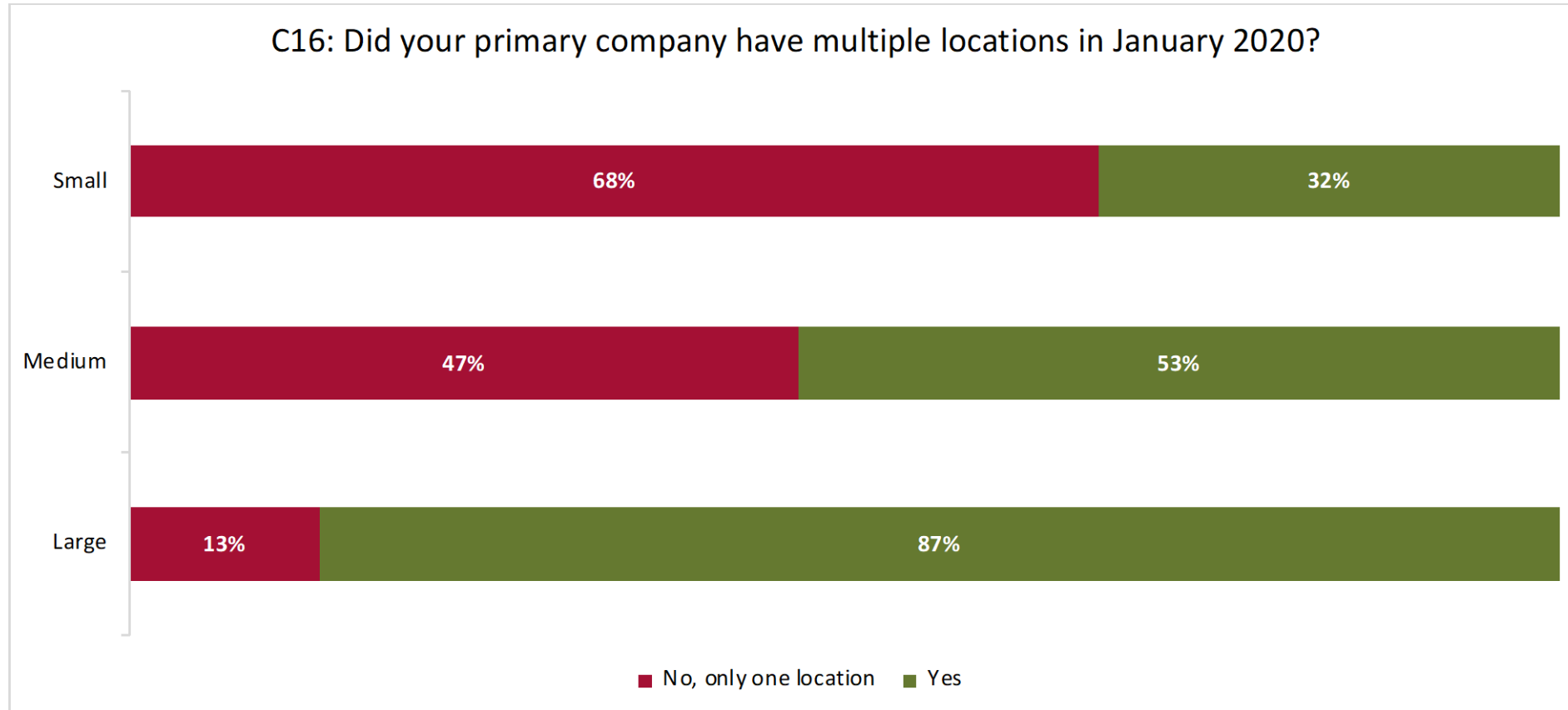
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



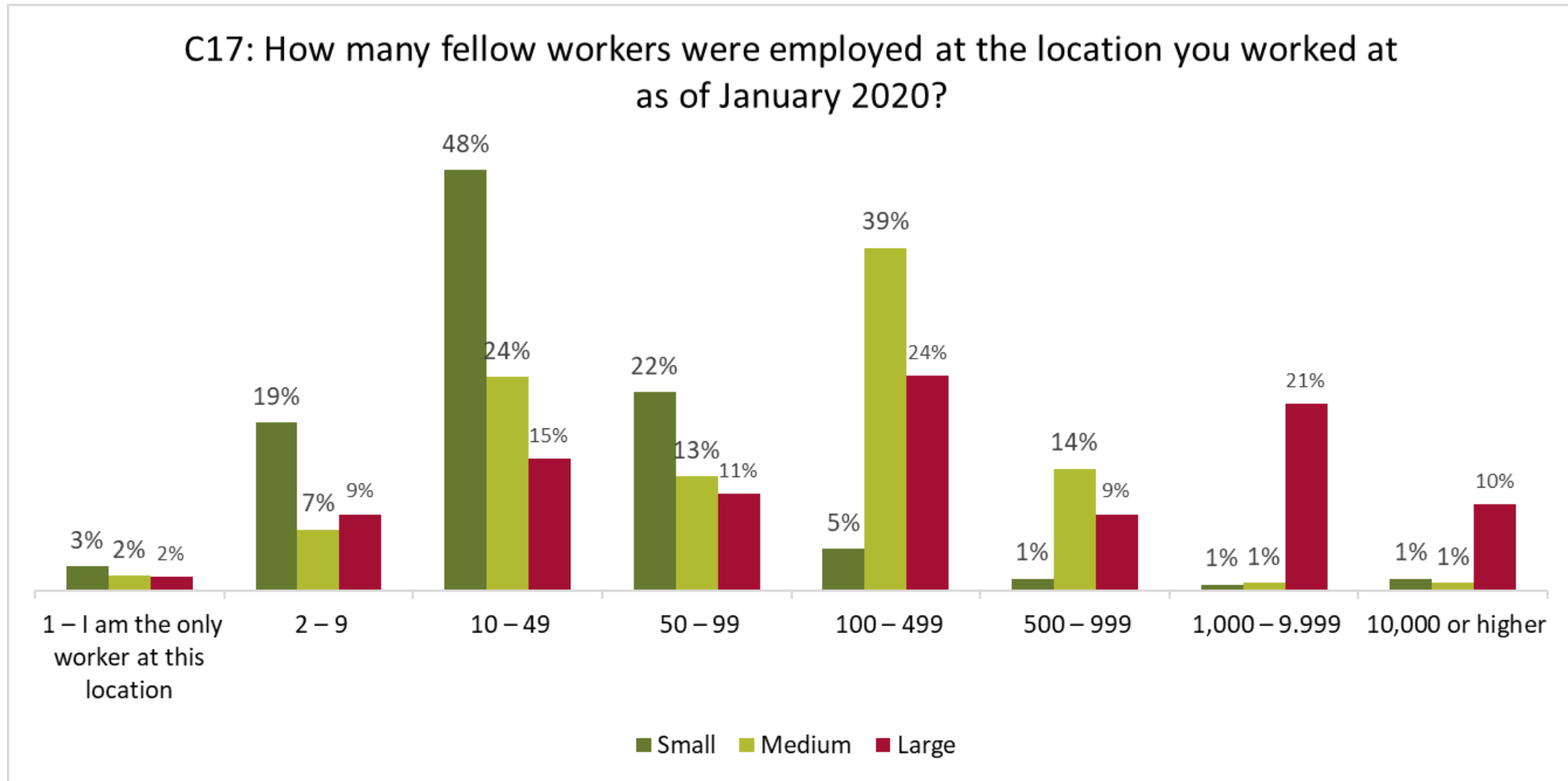
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section C

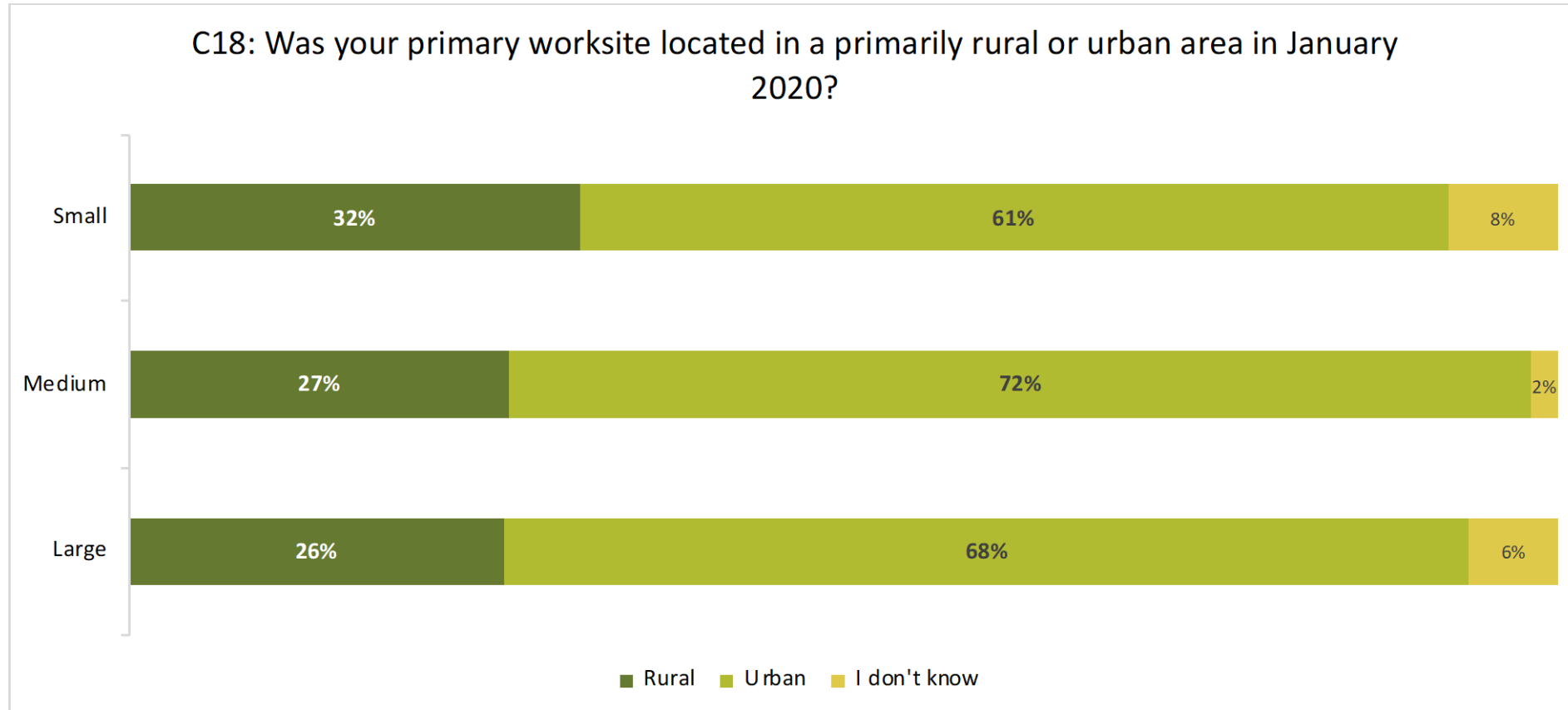
Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents whose primary company has multiple locations answered this question

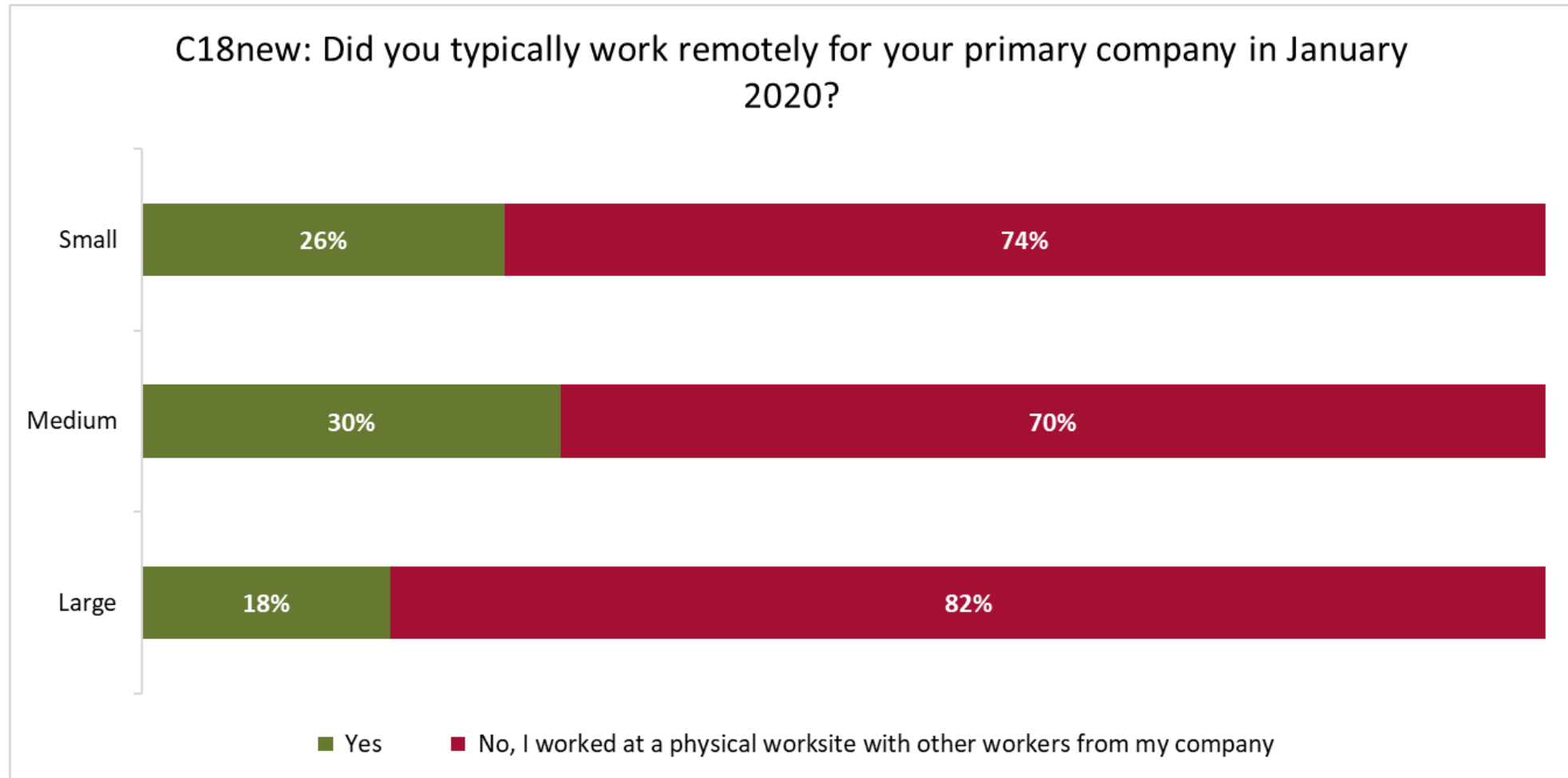
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



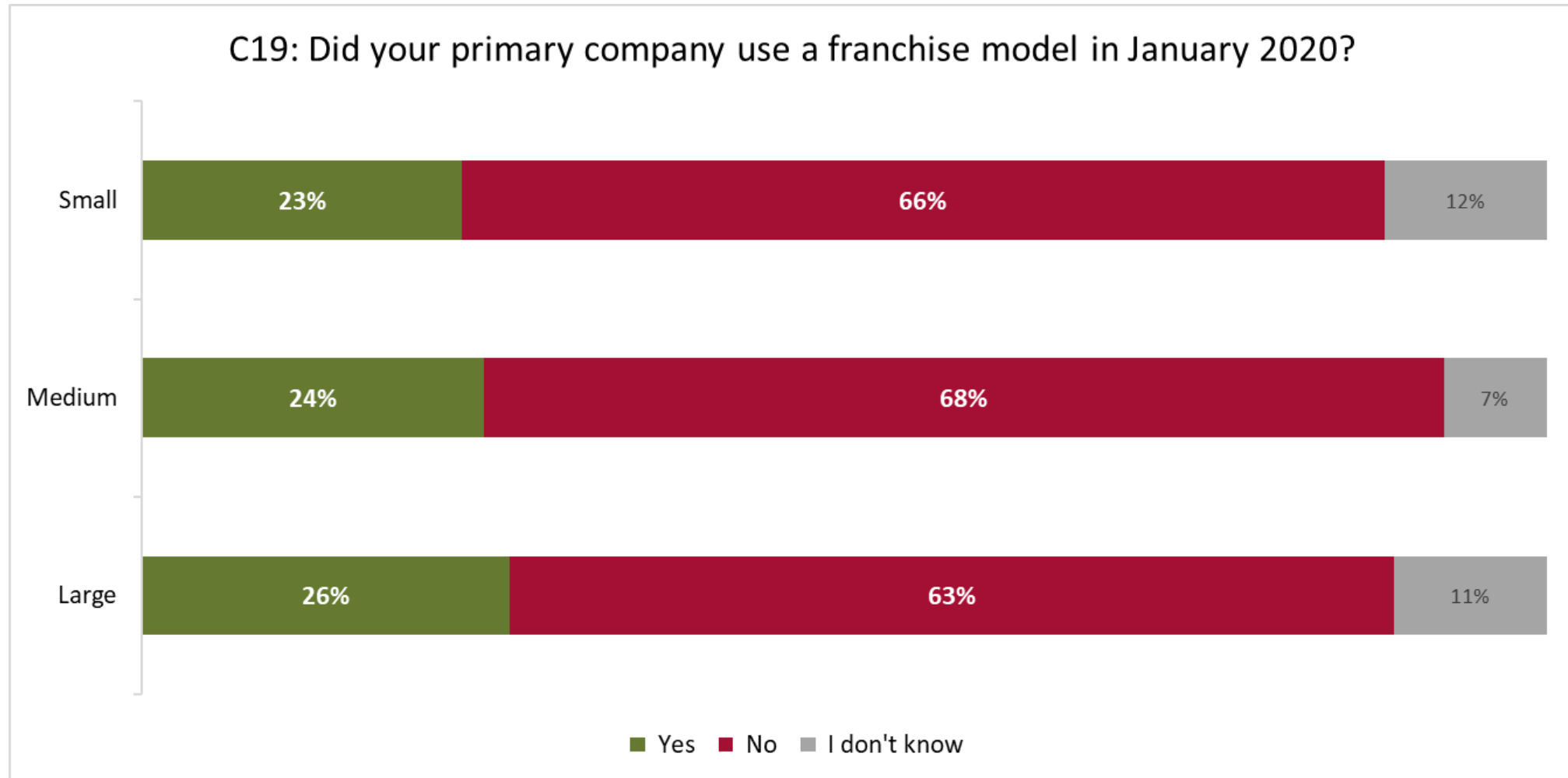
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



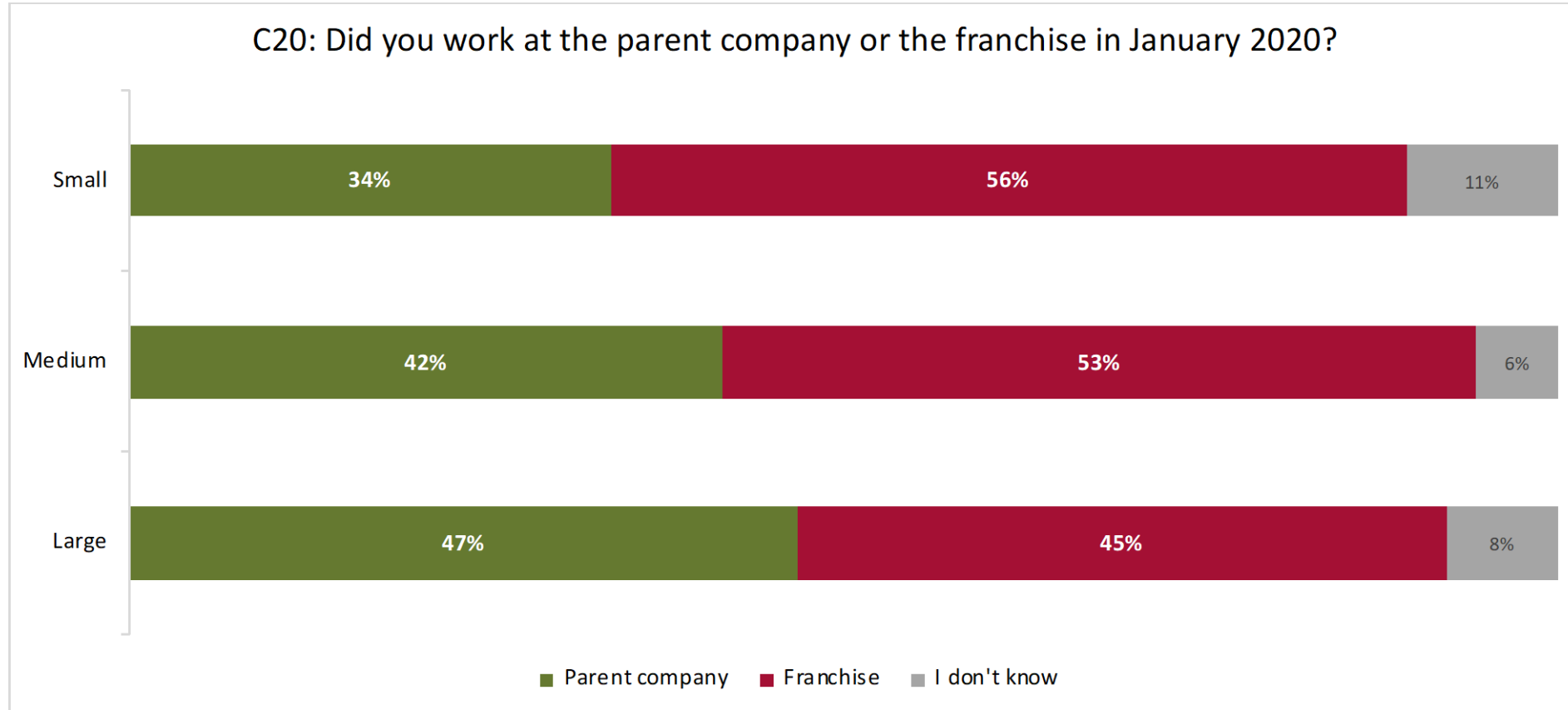
Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section C

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents whose company uses a franchise model answered this question

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section C

C21: How many workers, including yourself, did your manager/supervisor at your primary company supervise in January 2020?



Section D

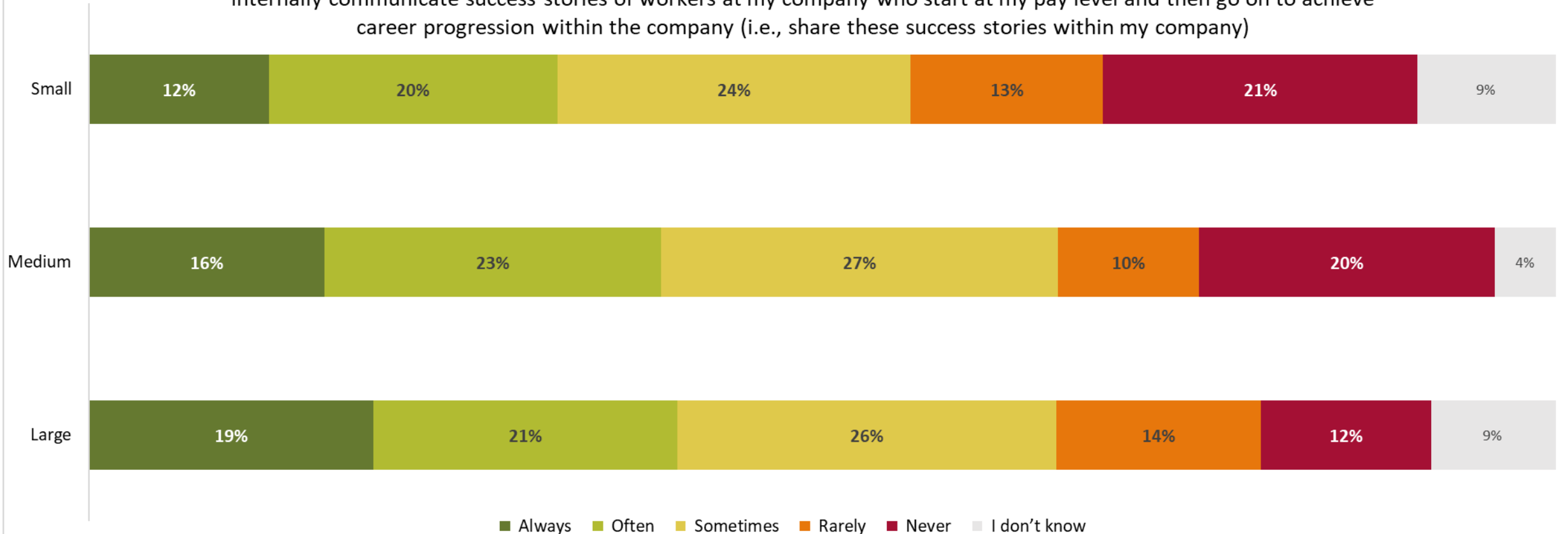
Your experience with company practices

Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Internally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories within my company)

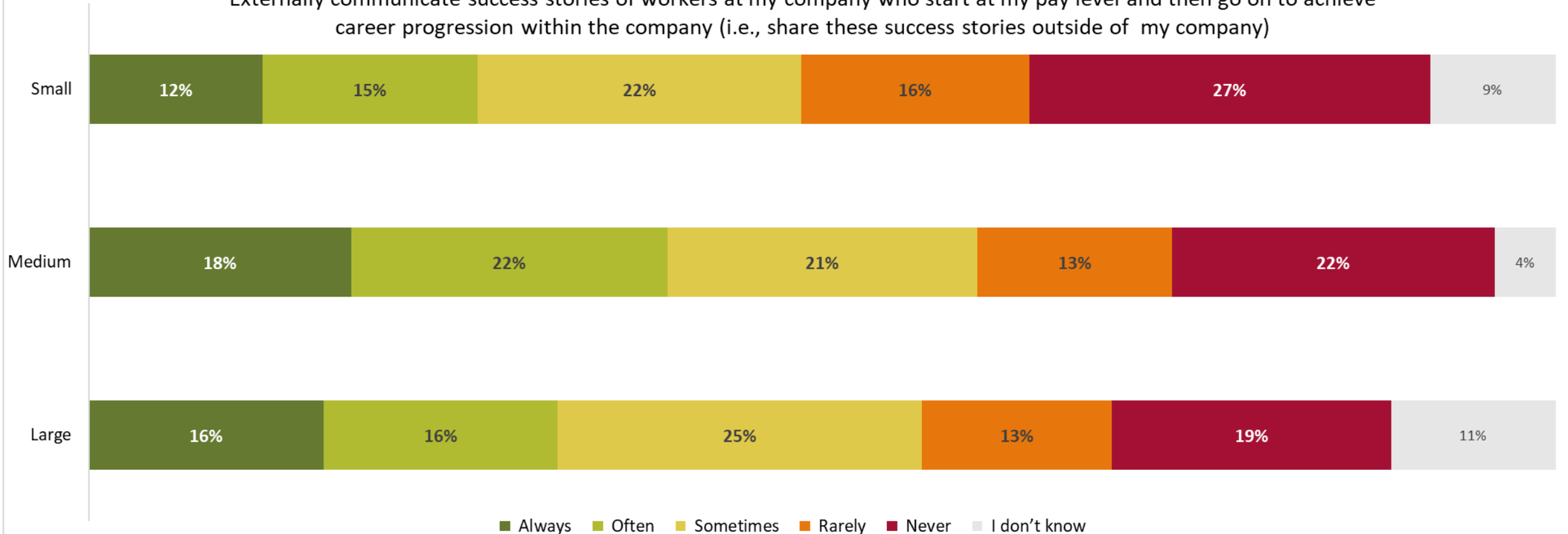


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Externally communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories outside of my company)

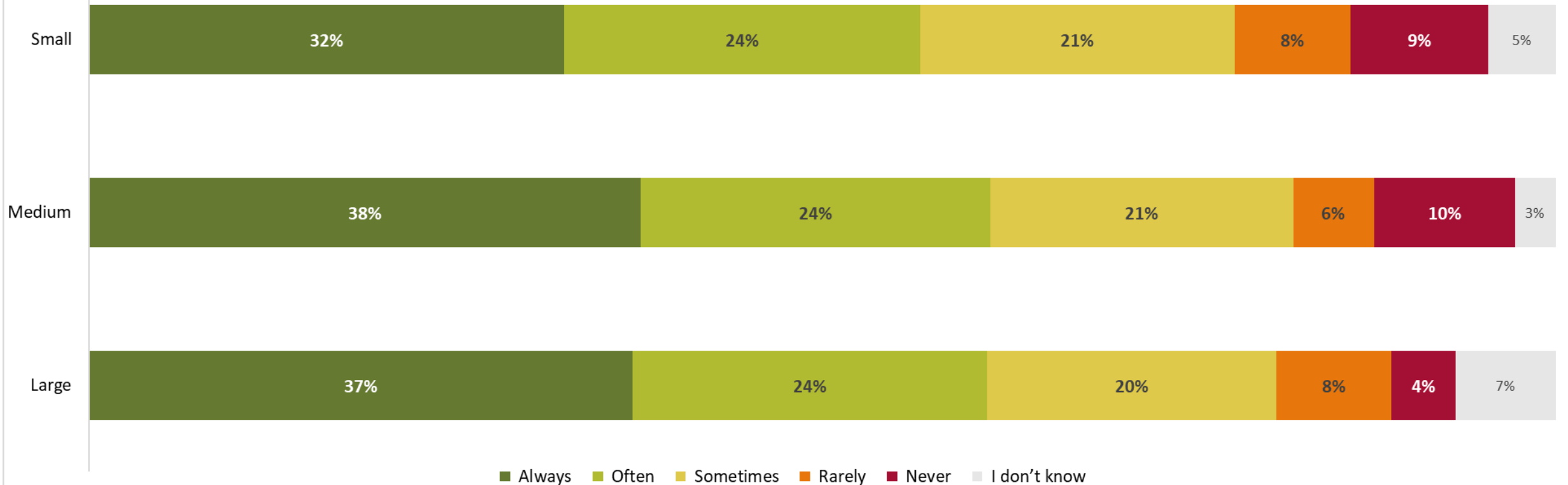


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) during the hiring process for workers at my pay level

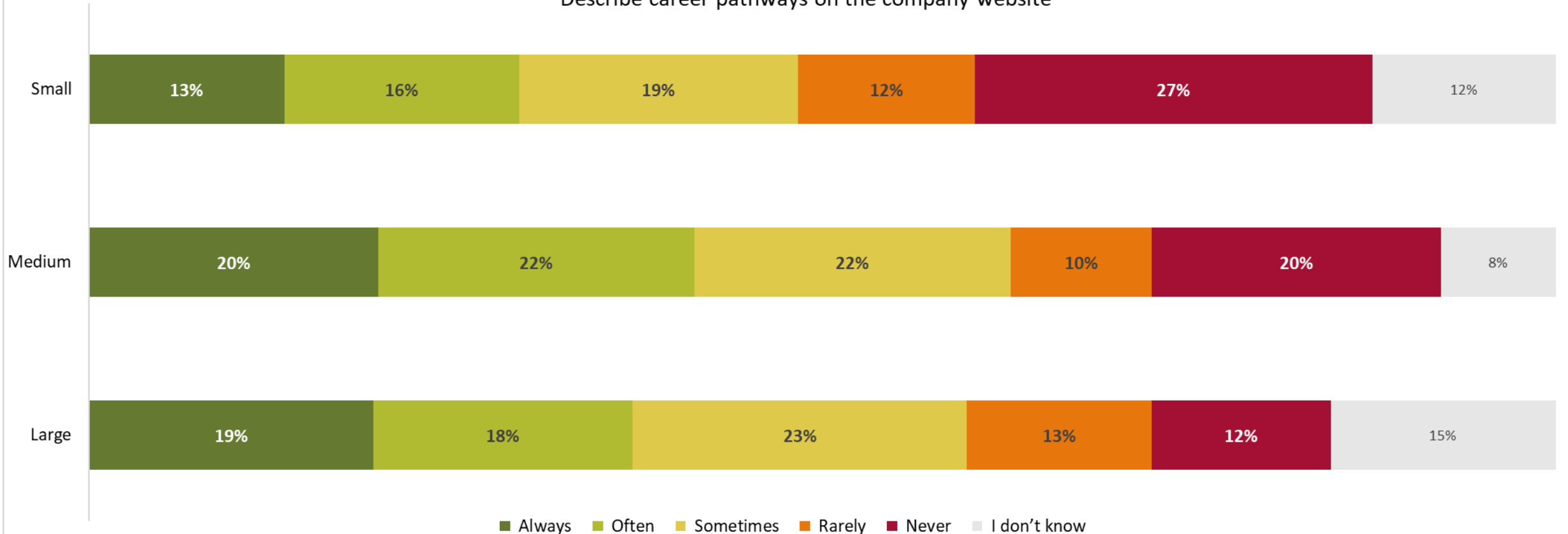


Section D *Pre-employment*

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe career pathways on the company website

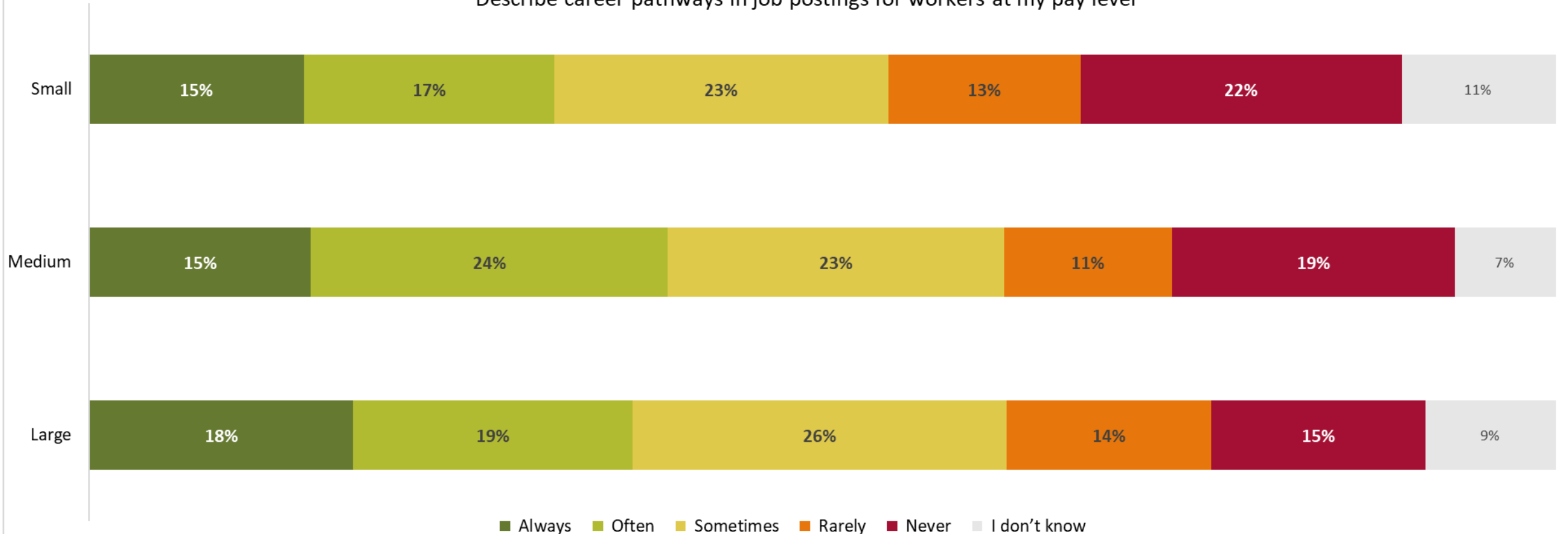


Section D *Pre-employment*

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe career pathways in job postings for workers at my pay level

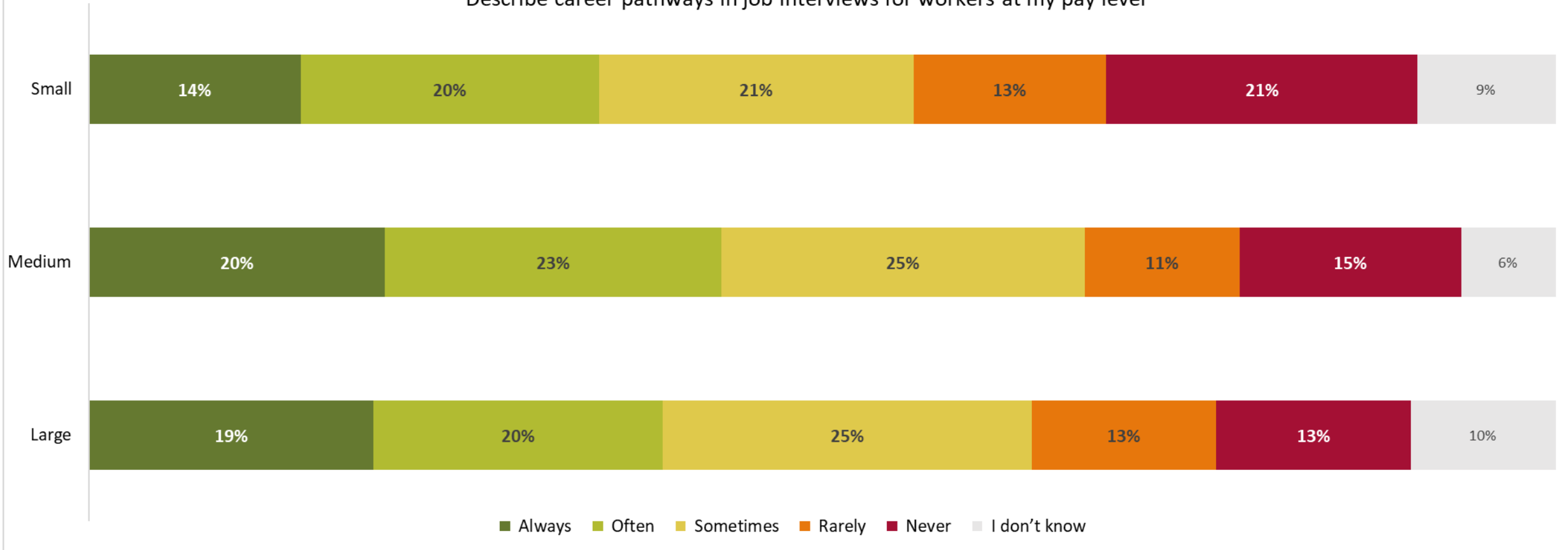


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe career pathways in job interviews for workers at my pay level

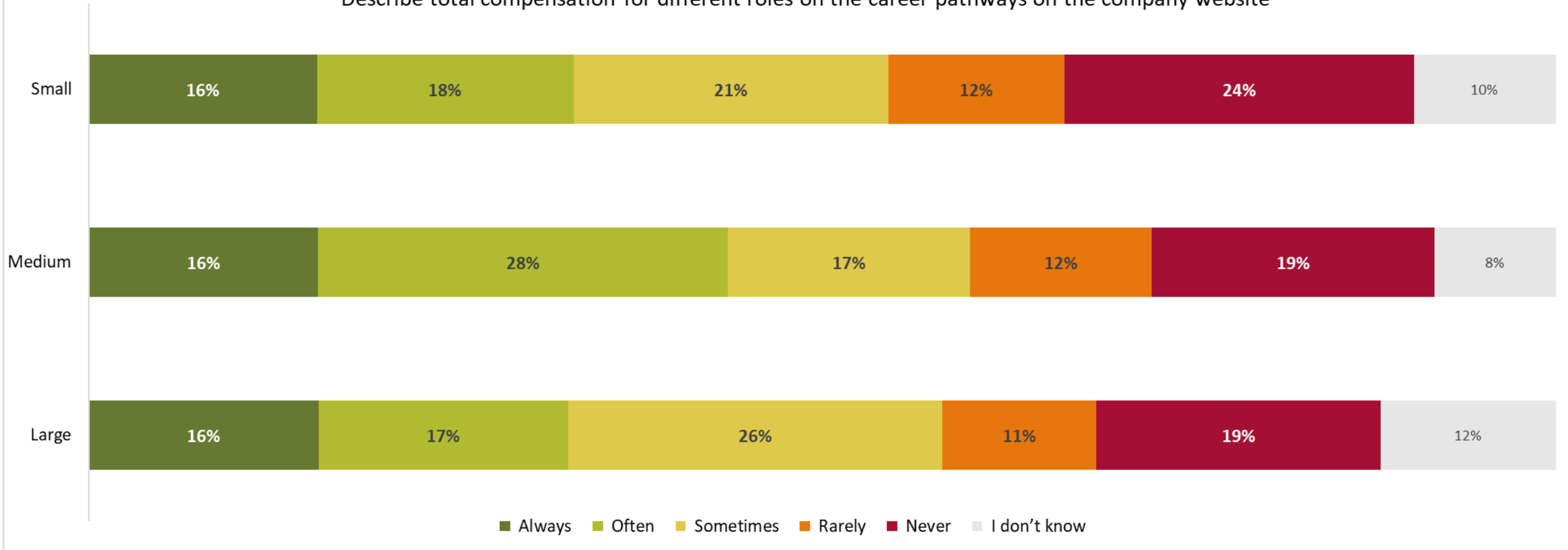


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe total compensation for different roles on the career pathways on the company website

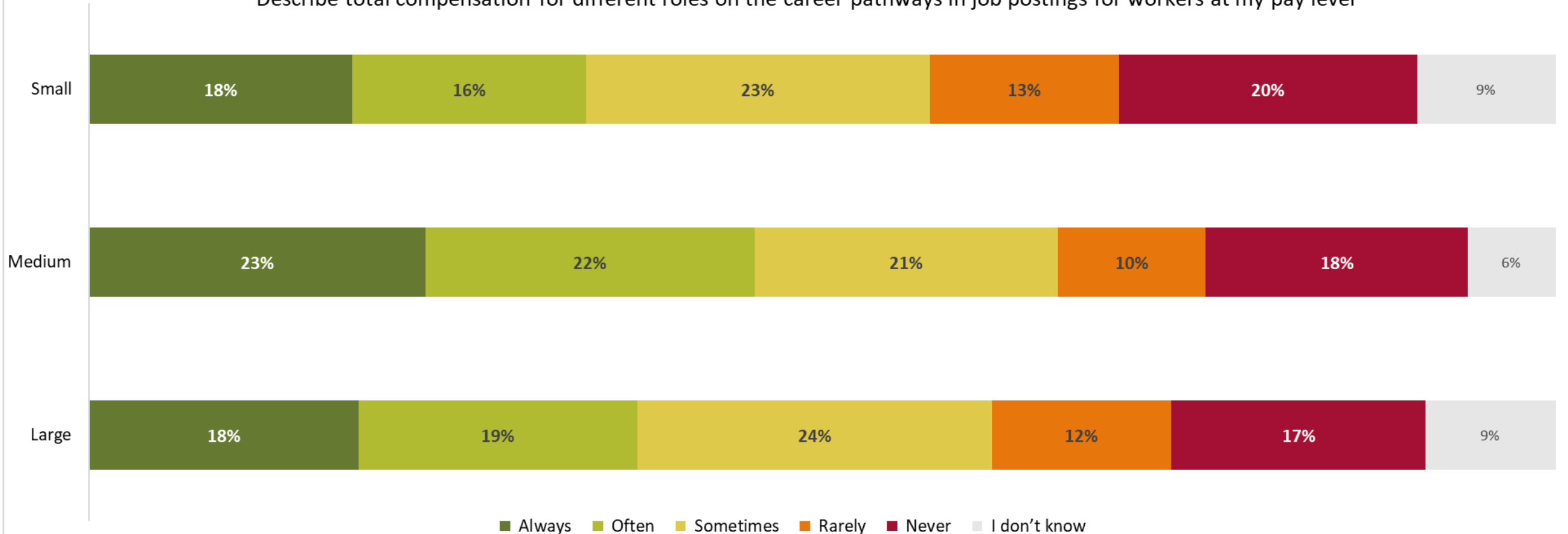


Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

Describe total compensation for different roles on the career pathways in job postings for workers at my pay level

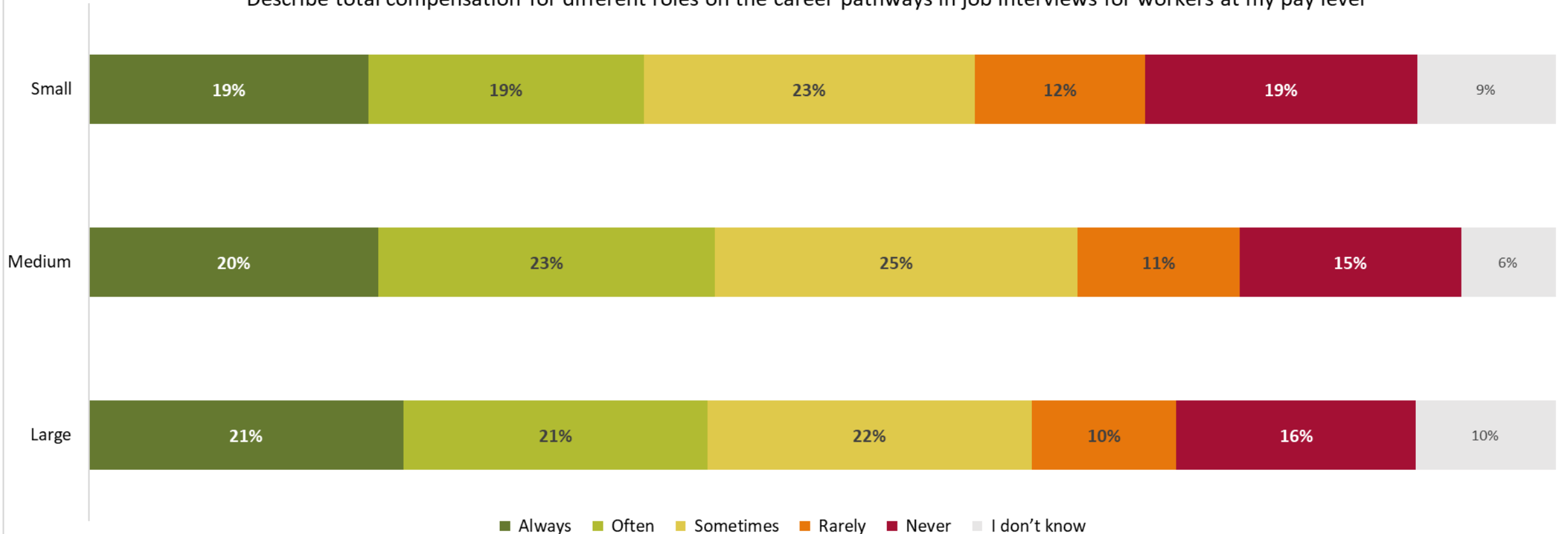


Section D *Pre-employment*

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D1: Does your primary company:

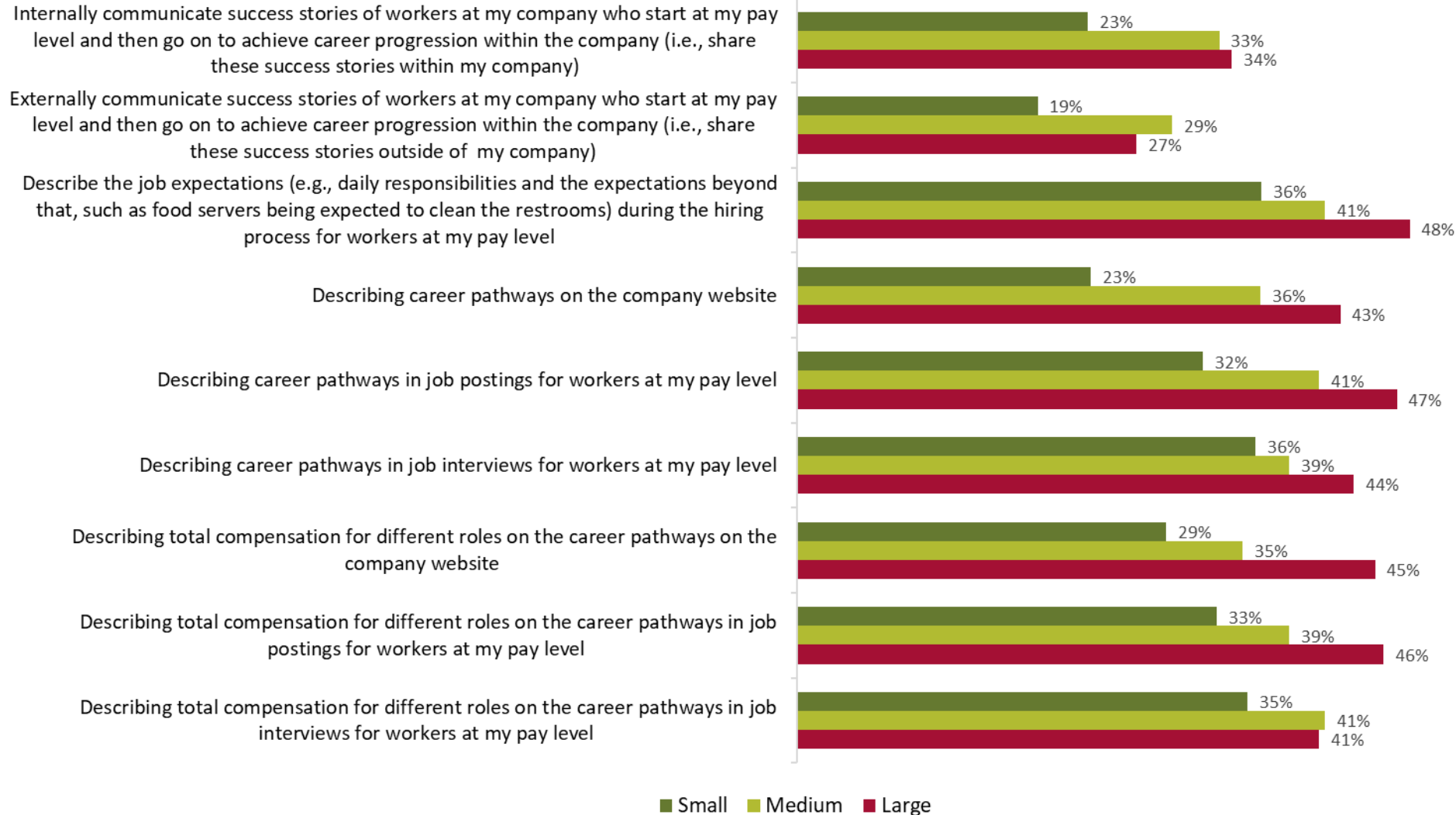
Describe total compensation for different roles on the career pathways in job interviews for workers at my pay level



Section D
Pre-employment

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

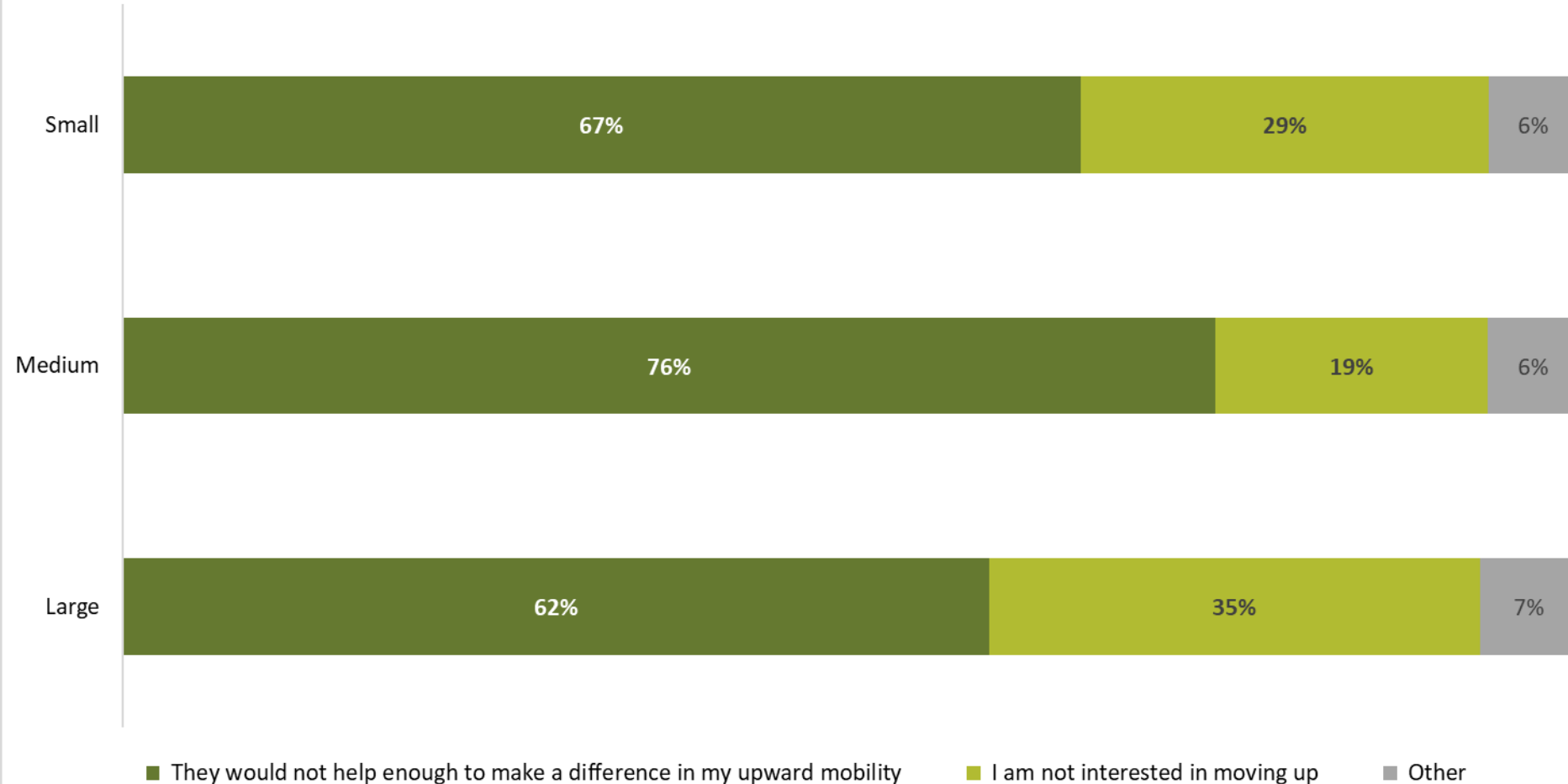
D2: Which of the below company practices would be helpful:



Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

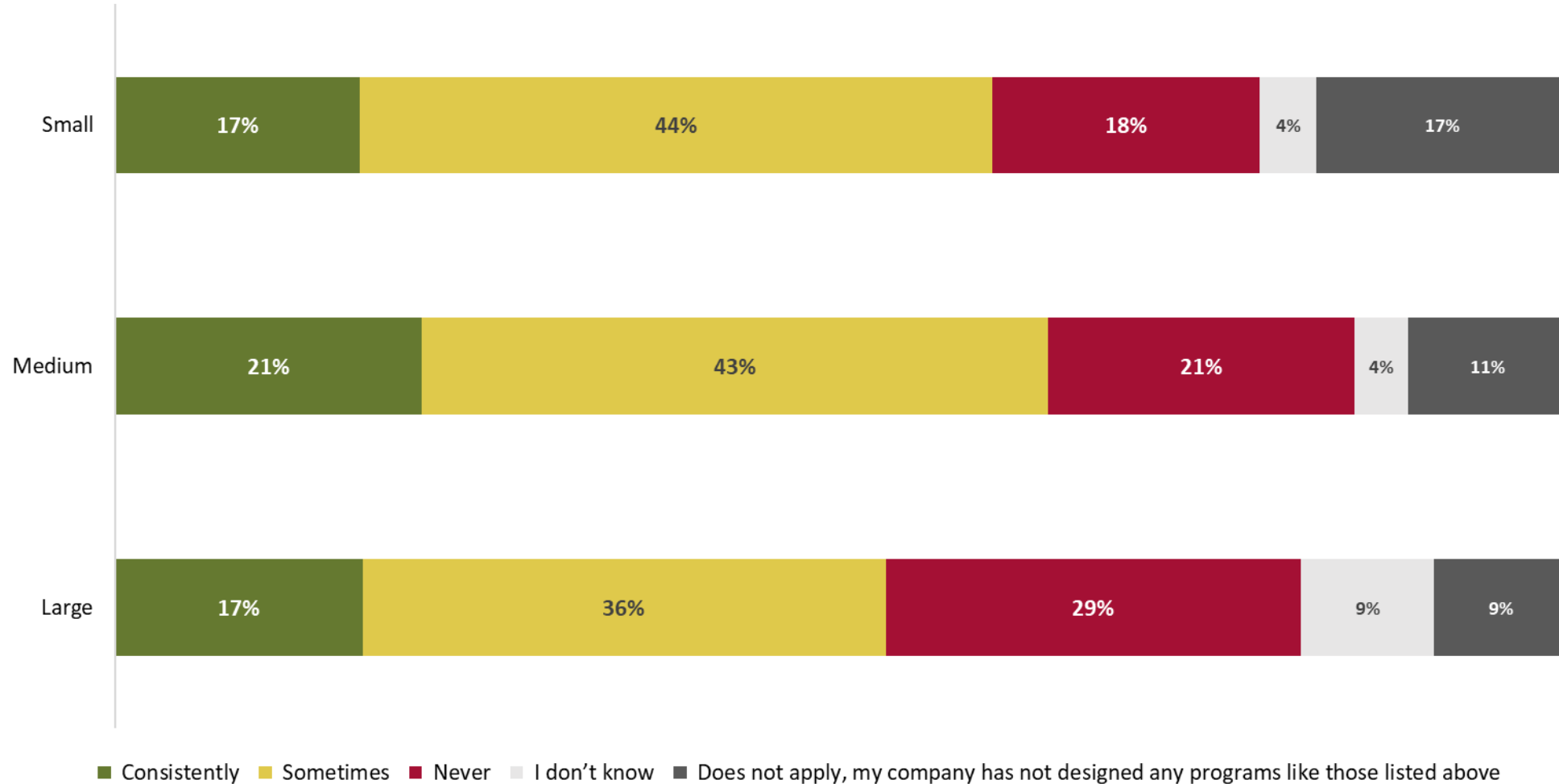
D3. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D *Pre-employment*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D4: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

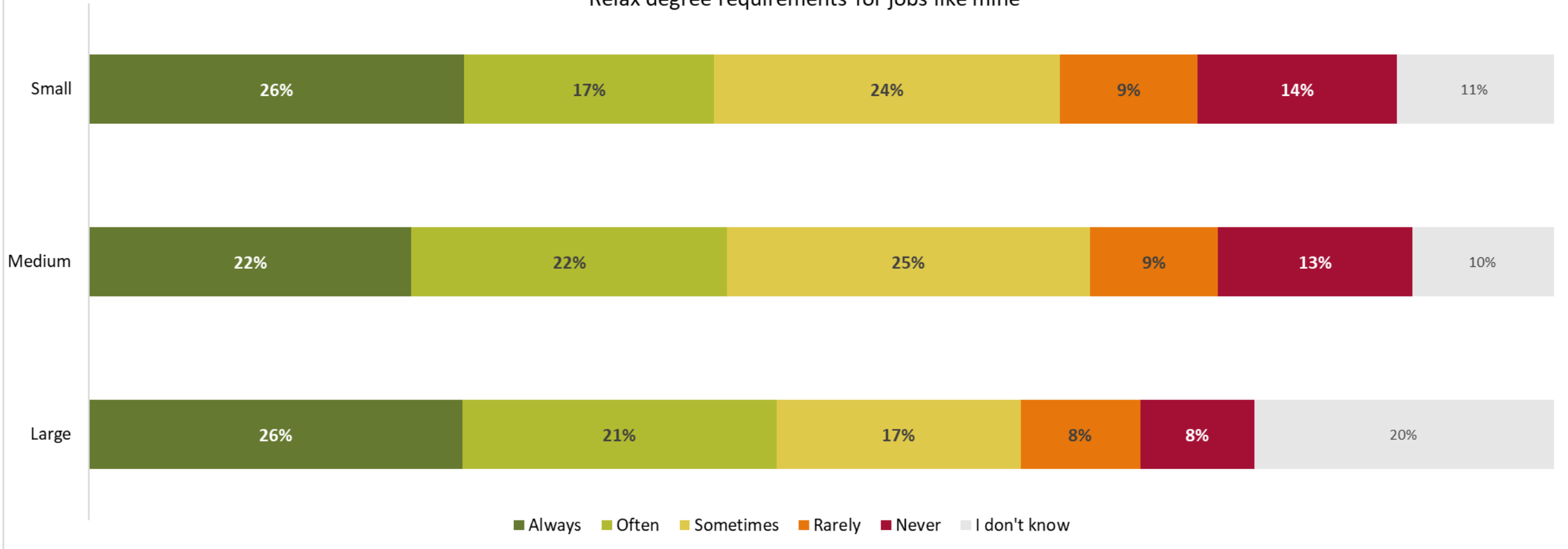


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

Relax degree requirements for jobs like mine

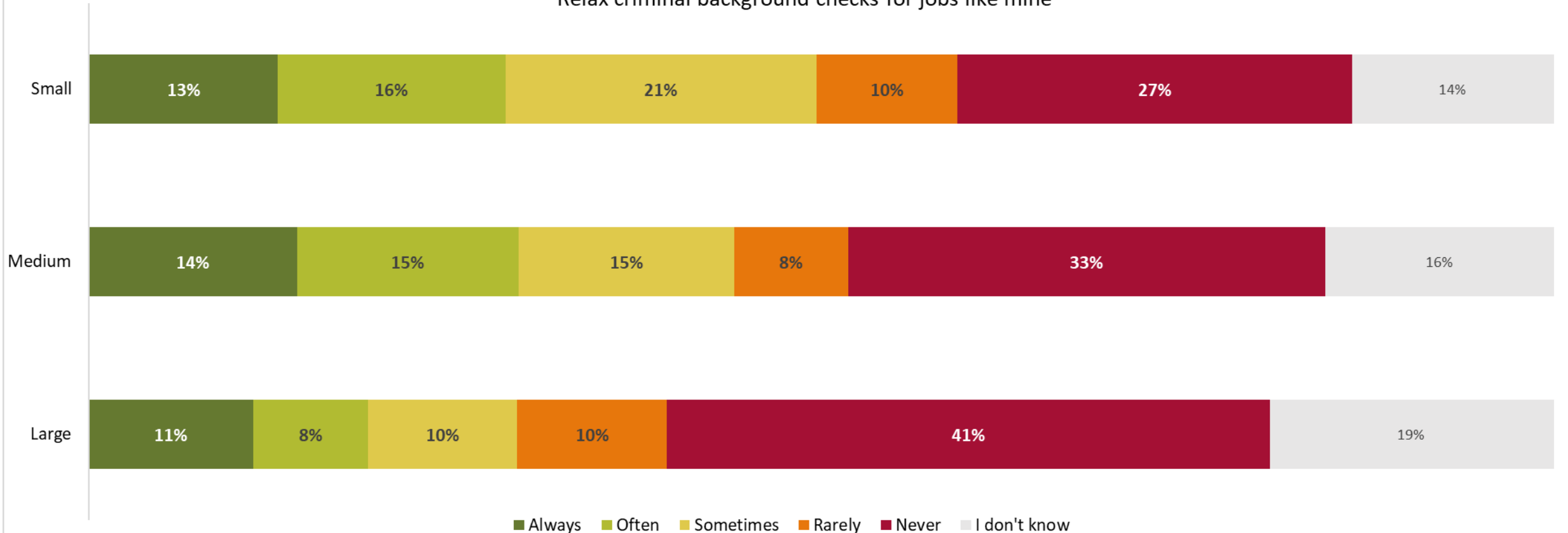


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

Relax criminal background checks for jobs like mine

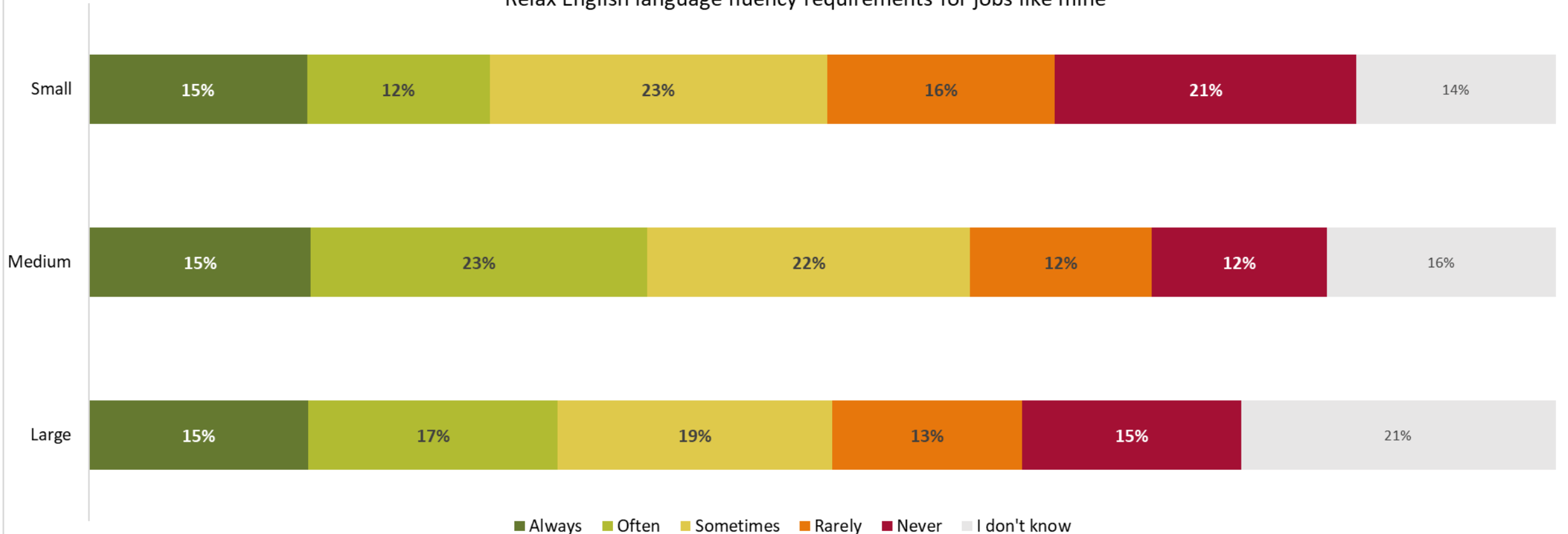


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

Relax English language fluency requirements for jobs like mine

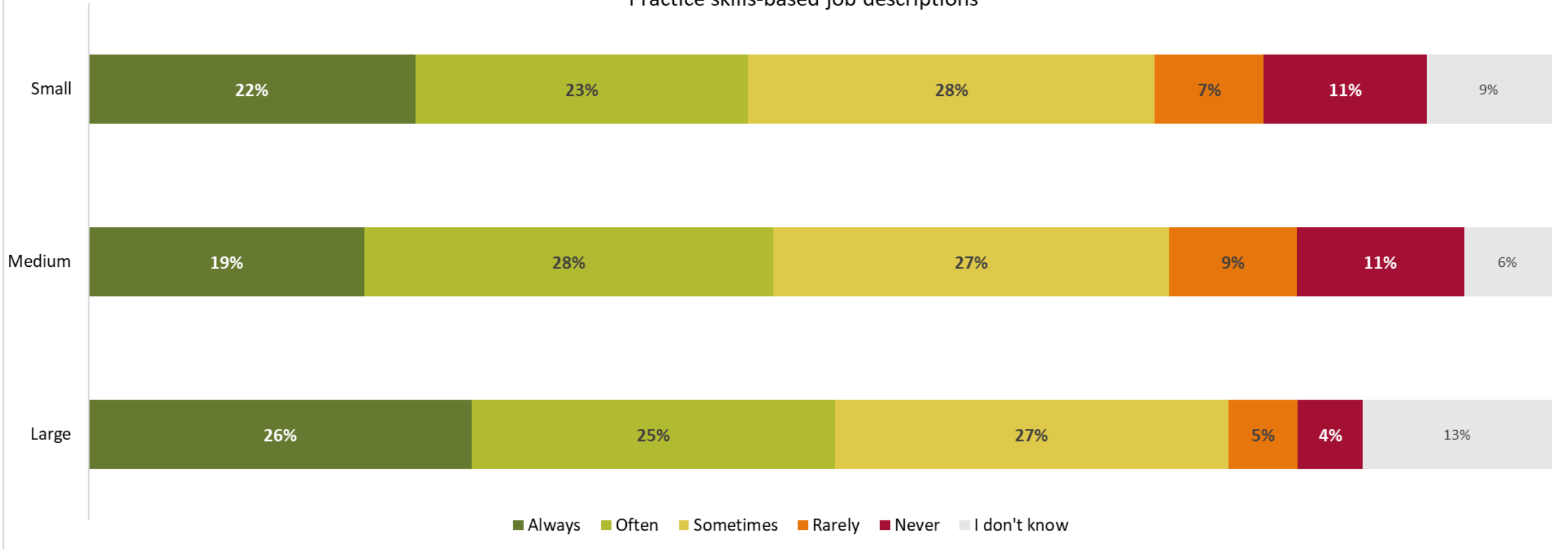


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

Practice skills-based job descriptions

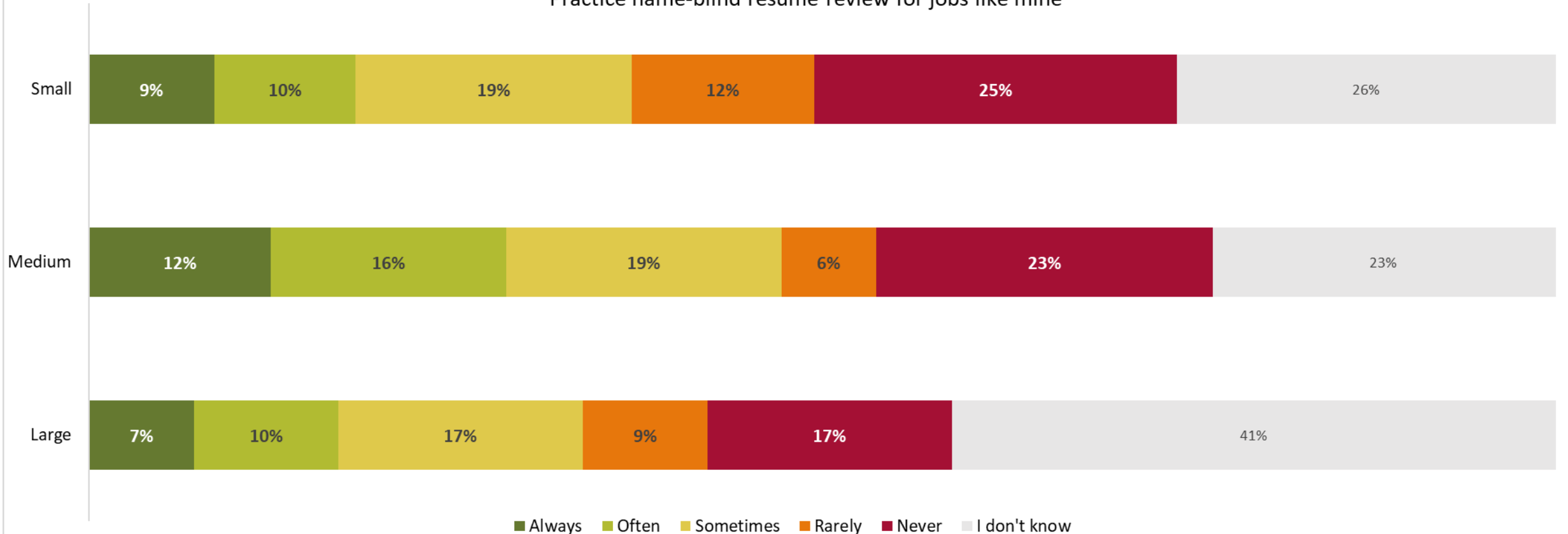


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

Practice name-blind resume review for jobs like mine

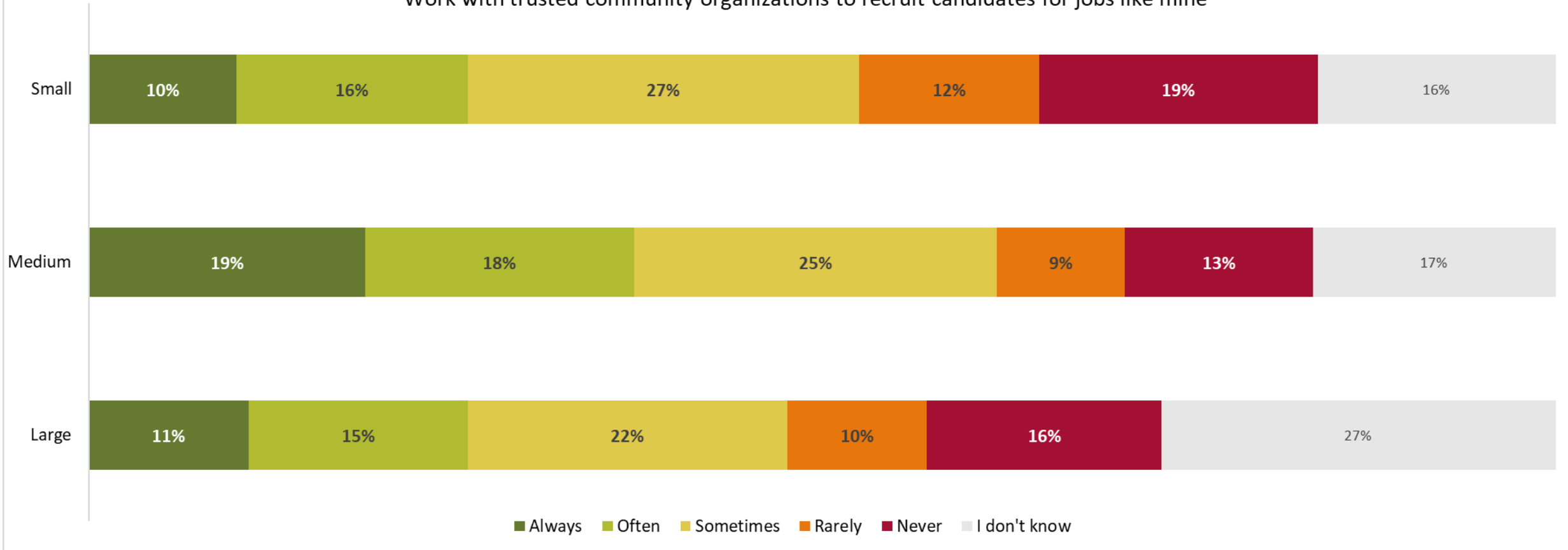


Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D5: Does your primary company:

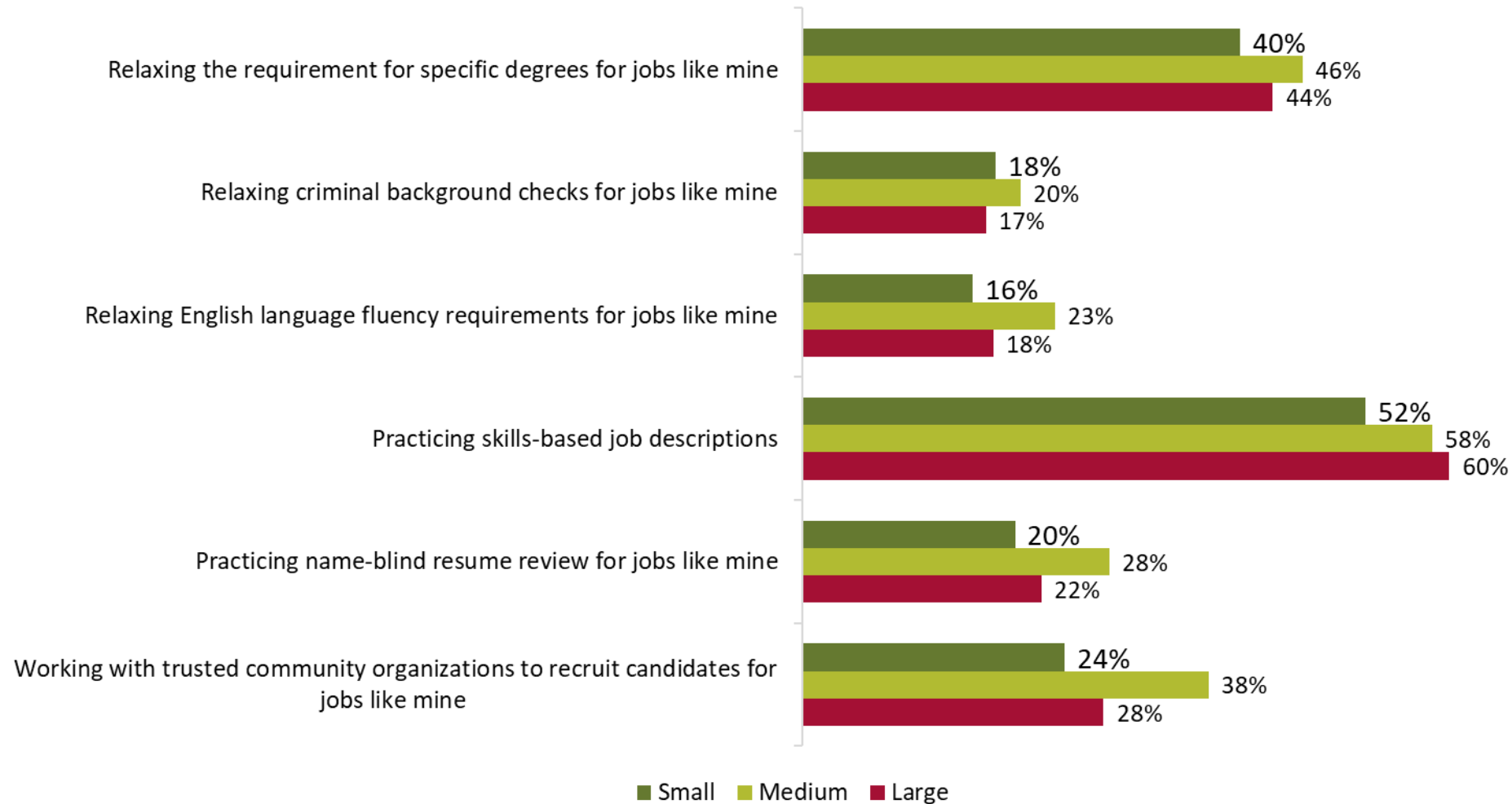
Work with trusted community organizations to recruit candidates for jobs like mine



Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

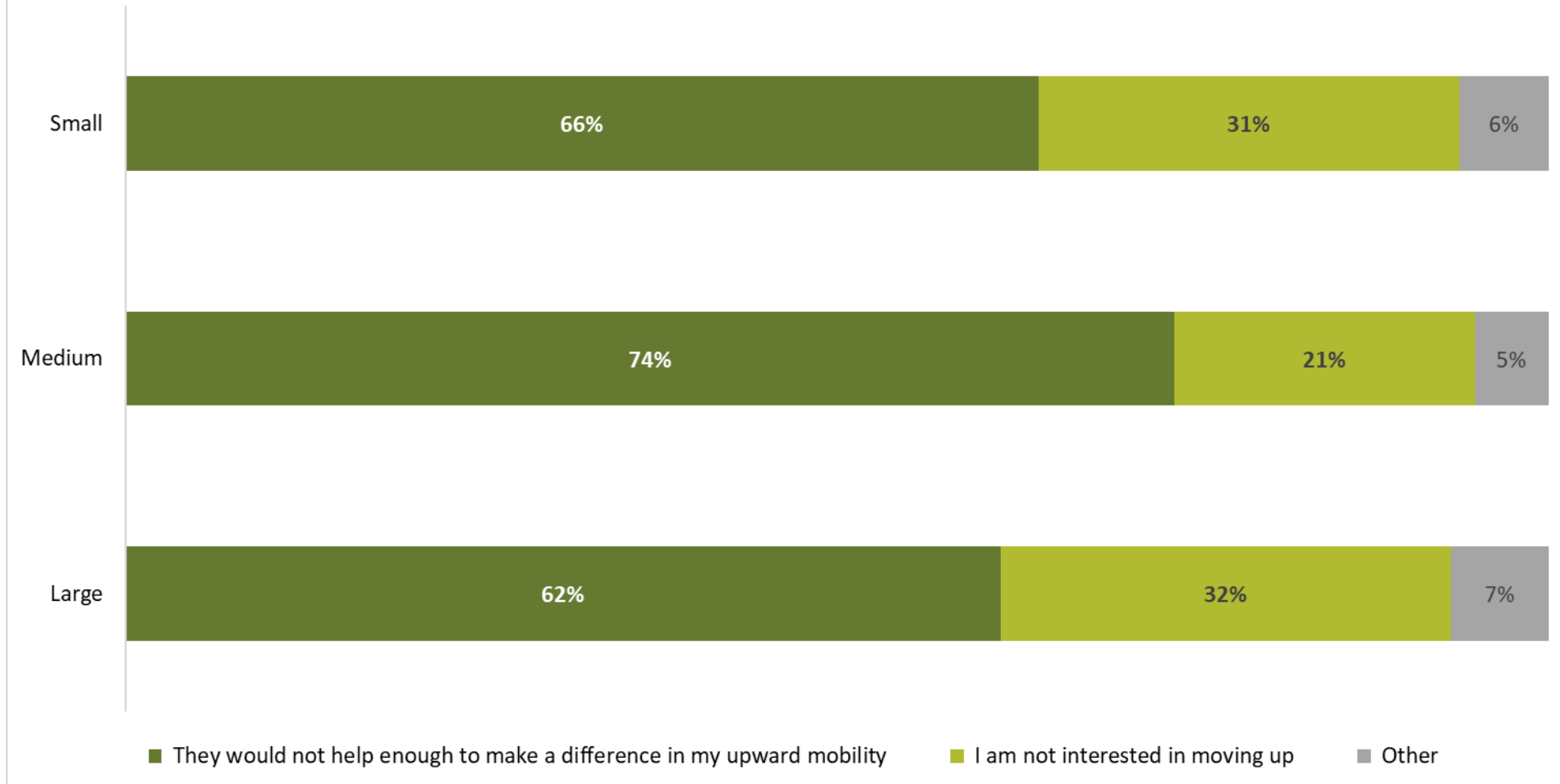
D6: Which of the below company practices would be helpful to your upward mobility:



Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

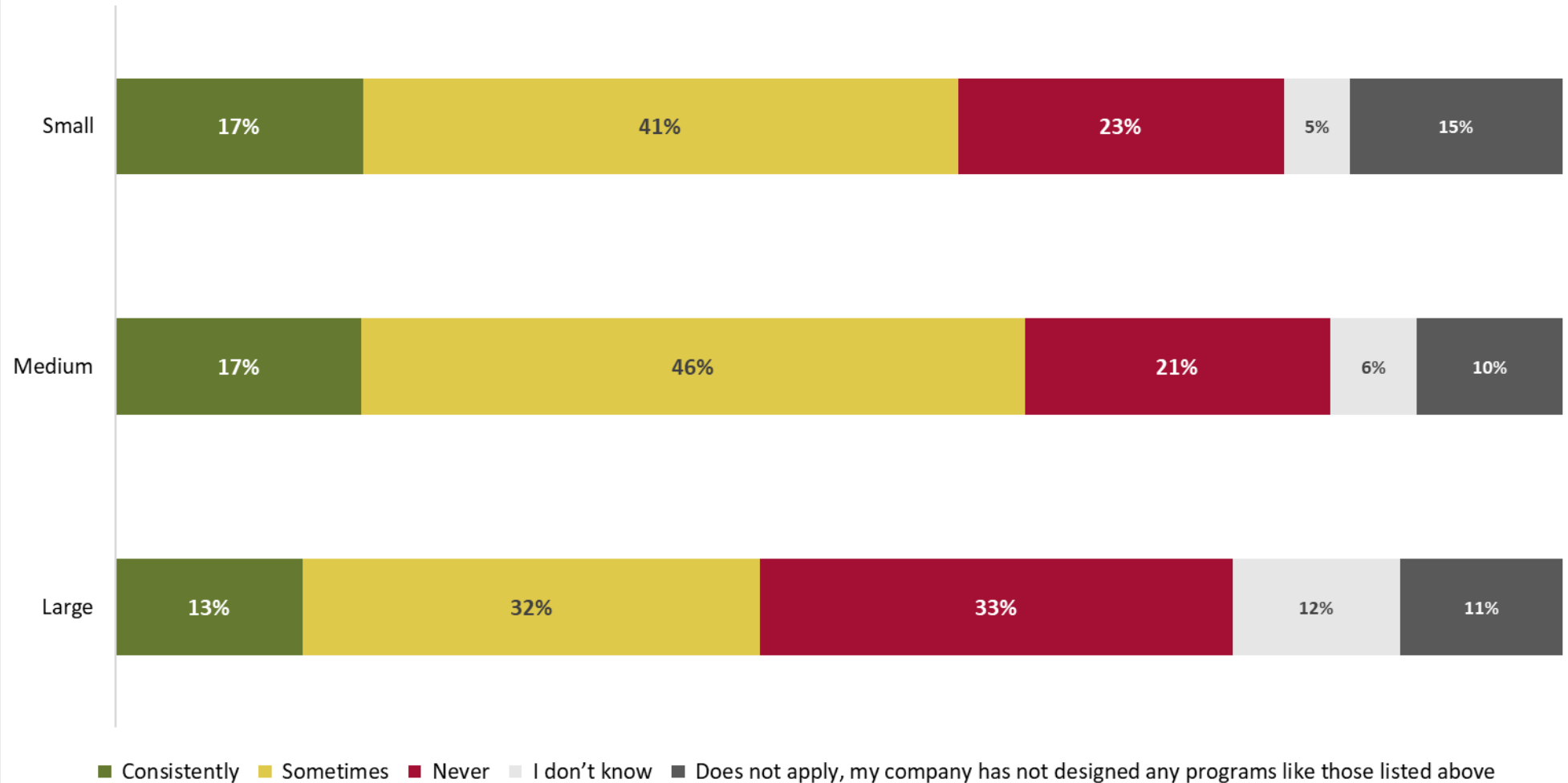
D7. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D Hiring

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D8: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

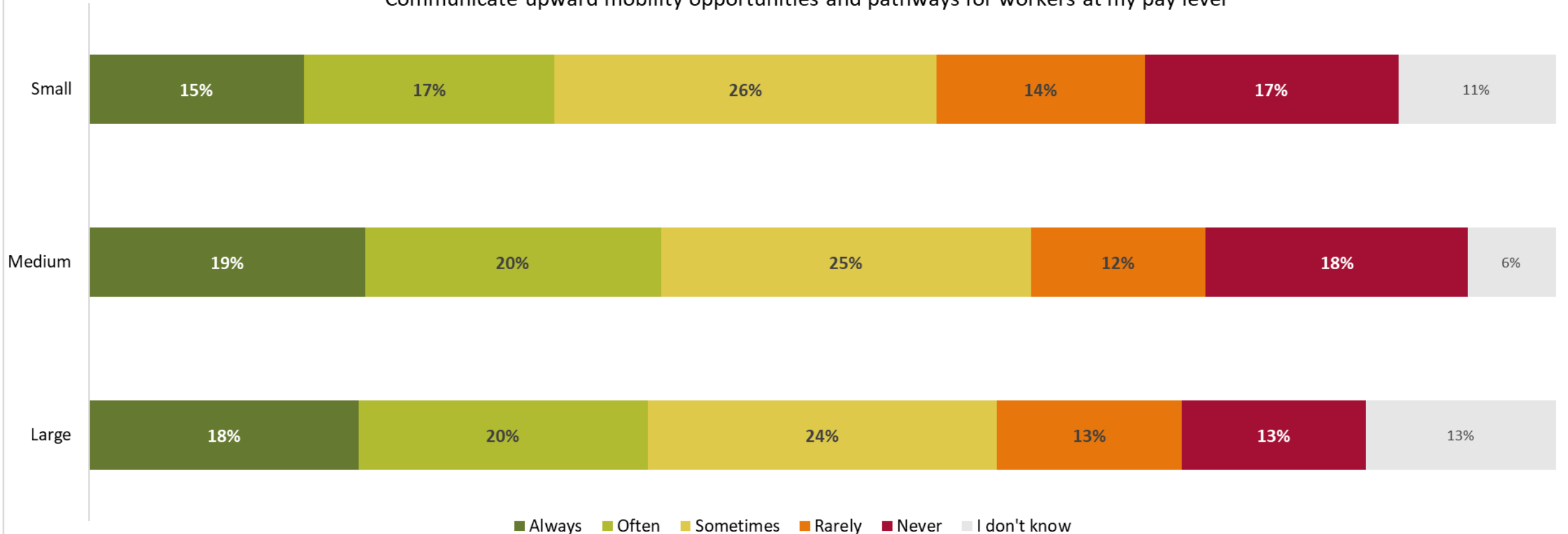


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate upward mobility opportunities and pathways for workers at my pay level

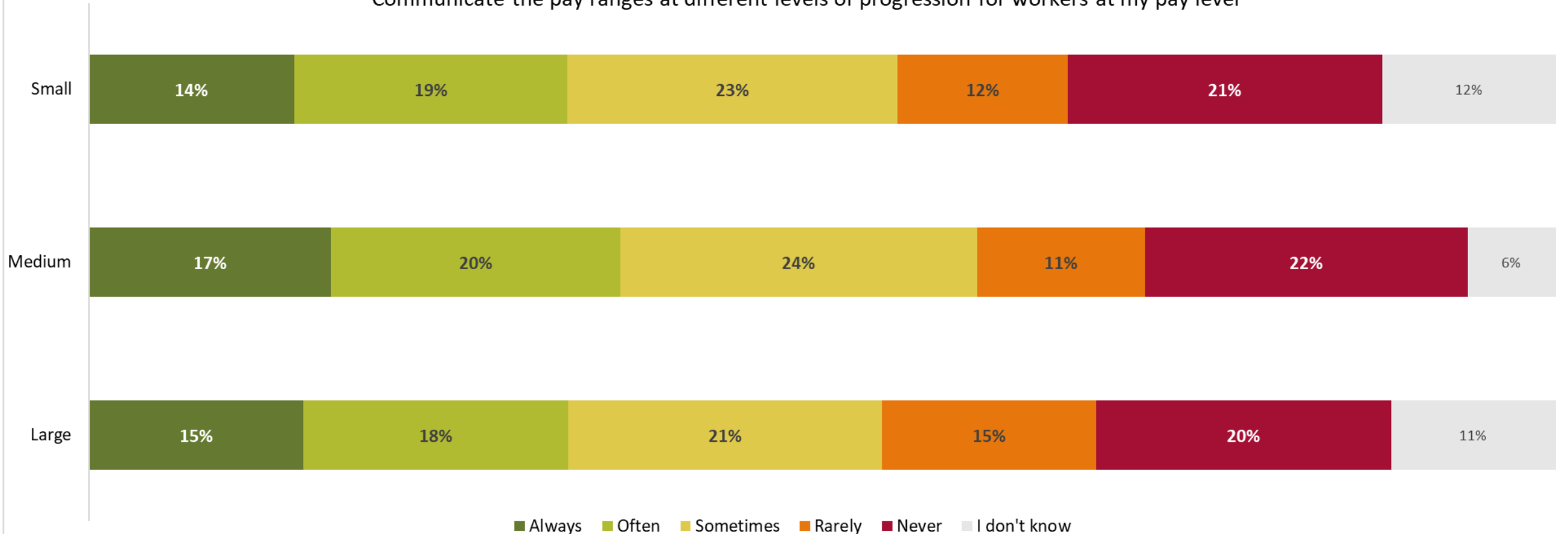


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate the pay ranges at different levels of progression for workers at my pay level

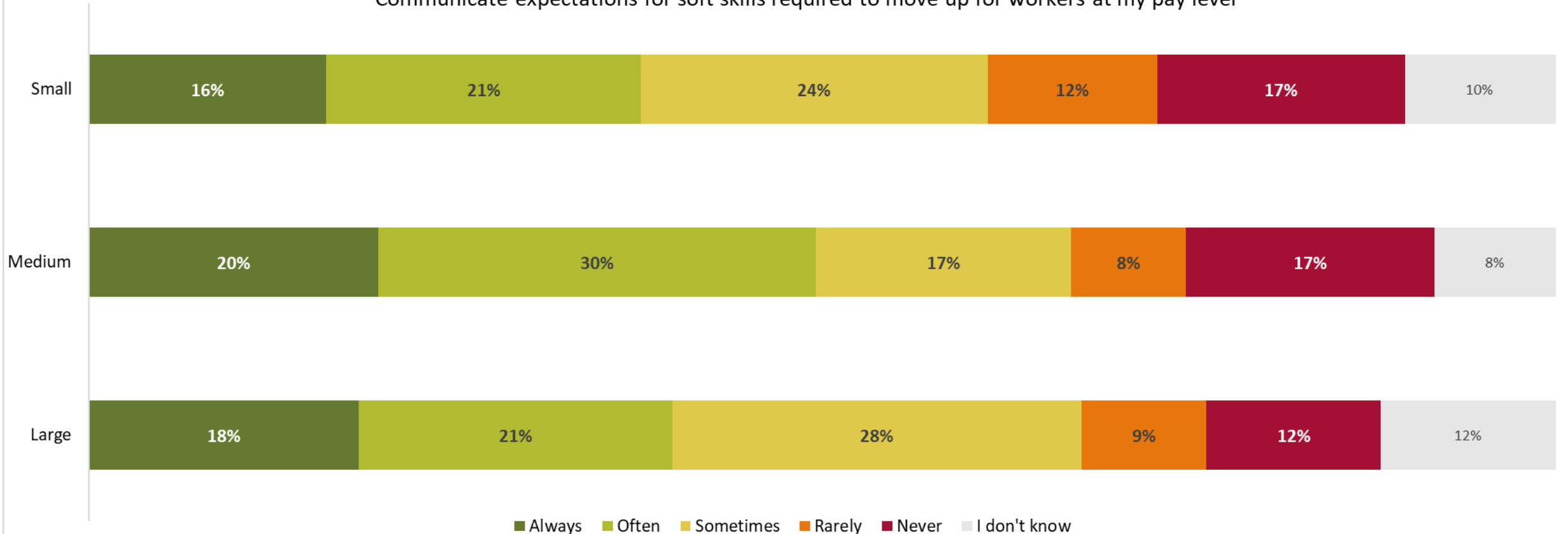


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate expectations for soft skills required to move up for workers at my pay level

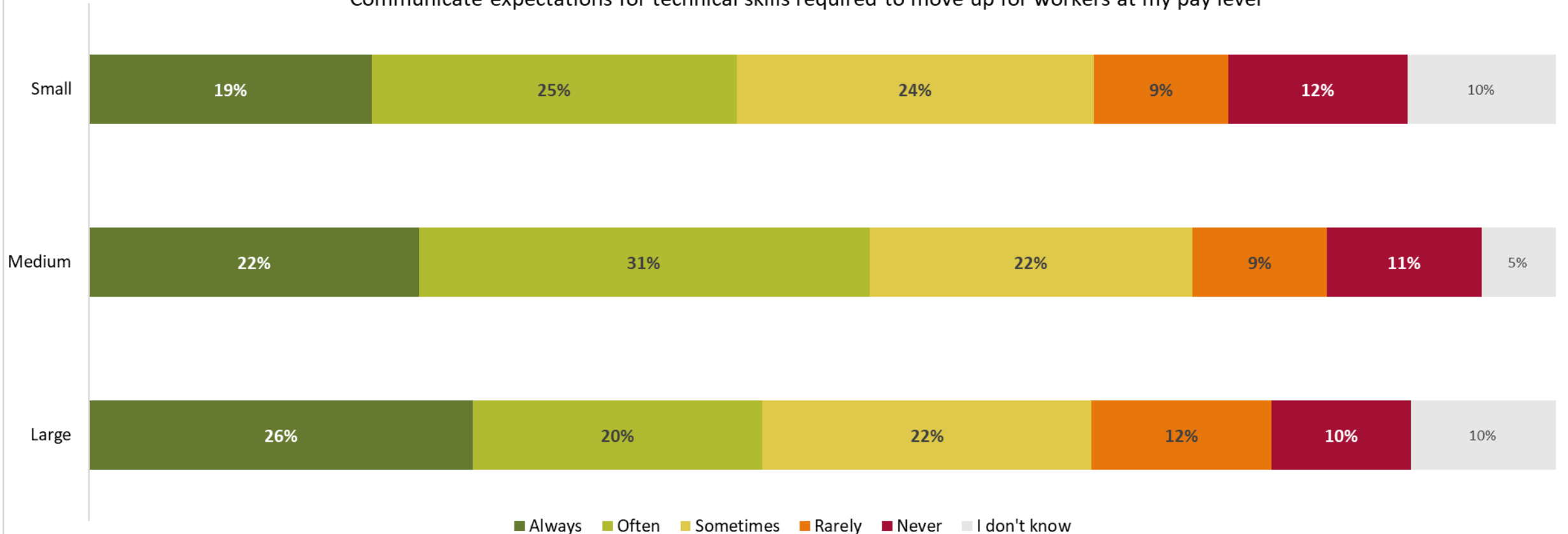


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate expectations for technical skills required to move up for workers at my pay level

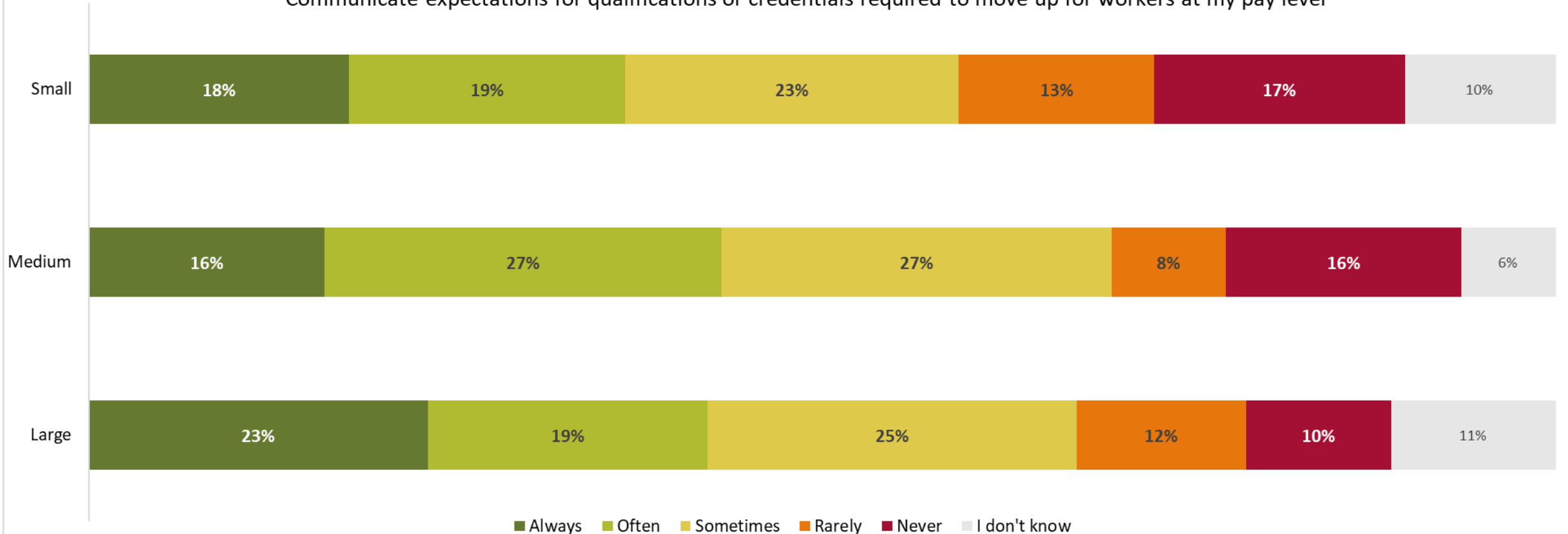


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate expectations for qualifications or credentials required to move up for workers at my pay level

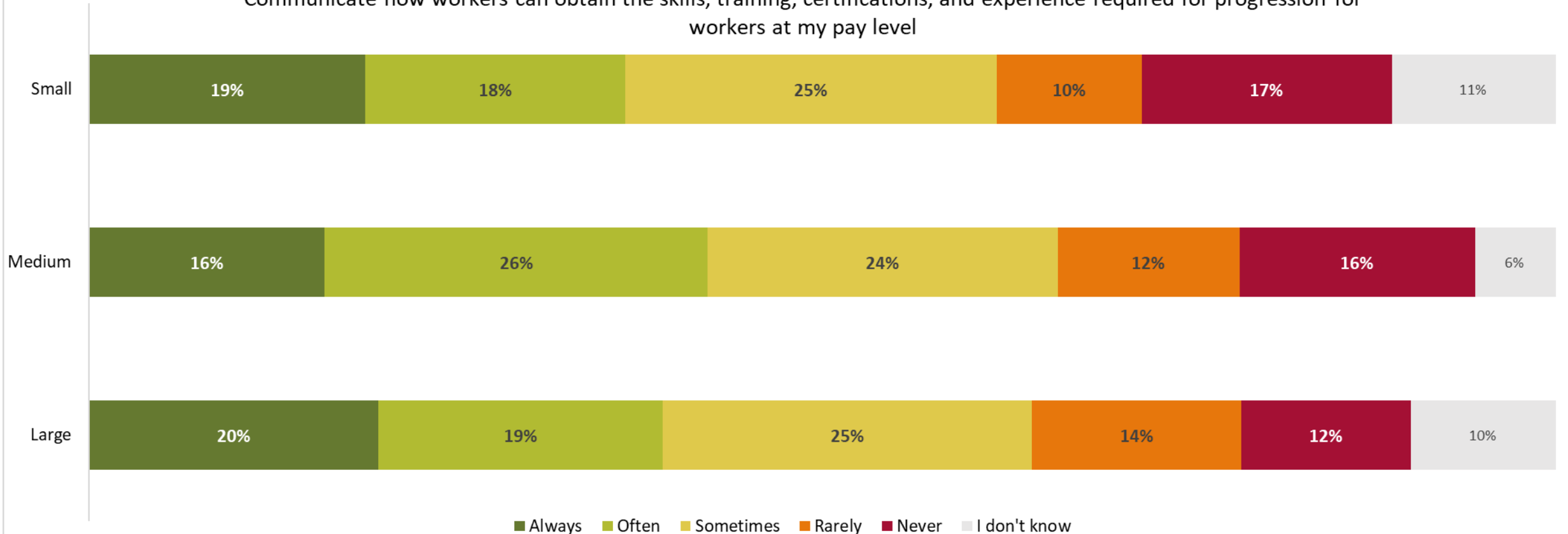


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level



Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Communicate how workers can request help when needed for workers at my pay level

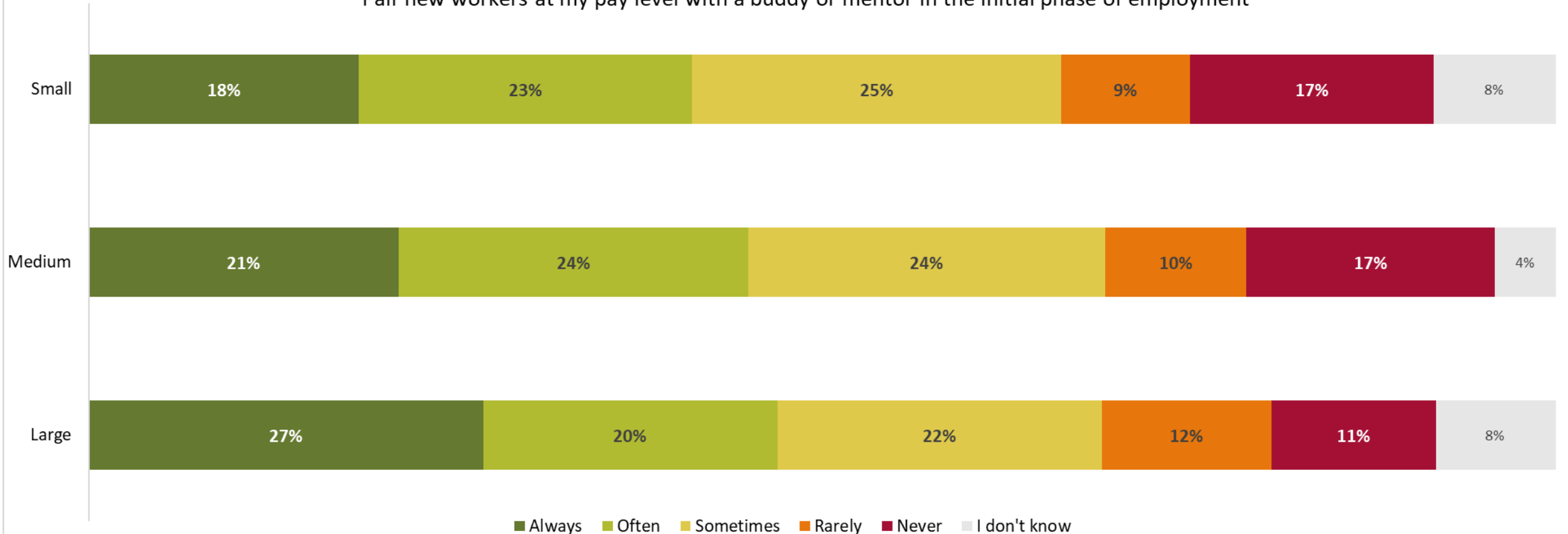


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Pair new workers at my pay level with a buddy or mentor in the initial phase of employment

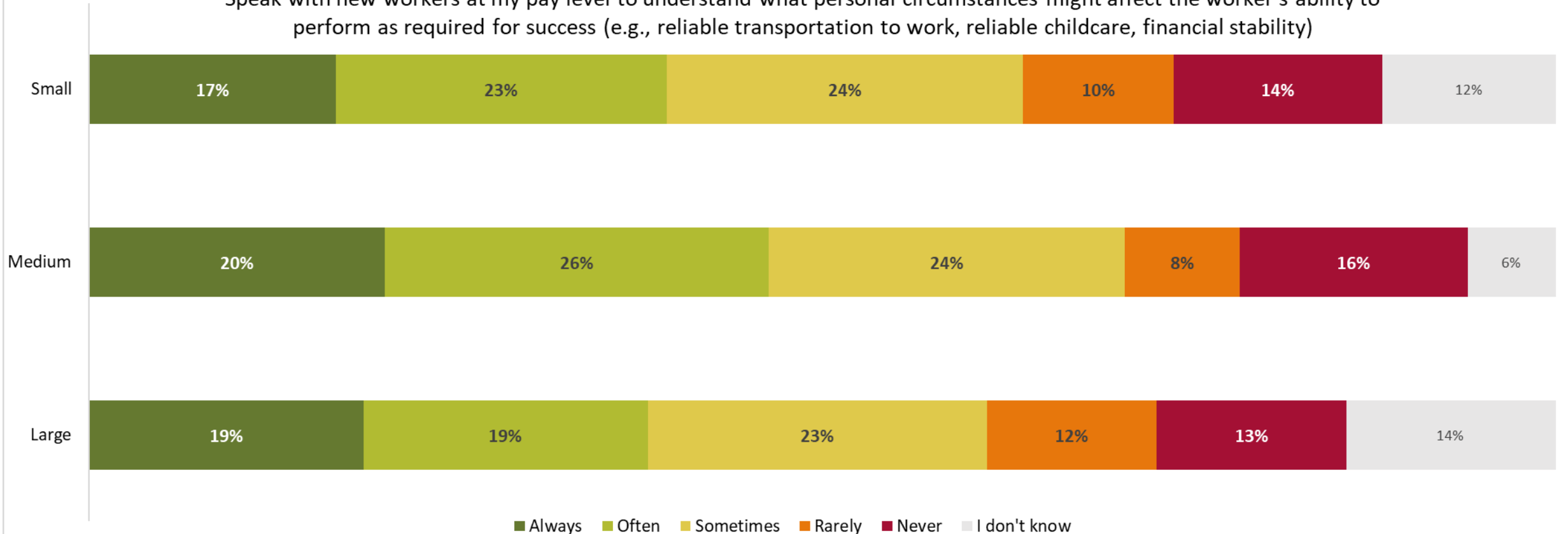


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Speak with new workers at my pay level to understand what personal circumstances might affect the worker's ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)

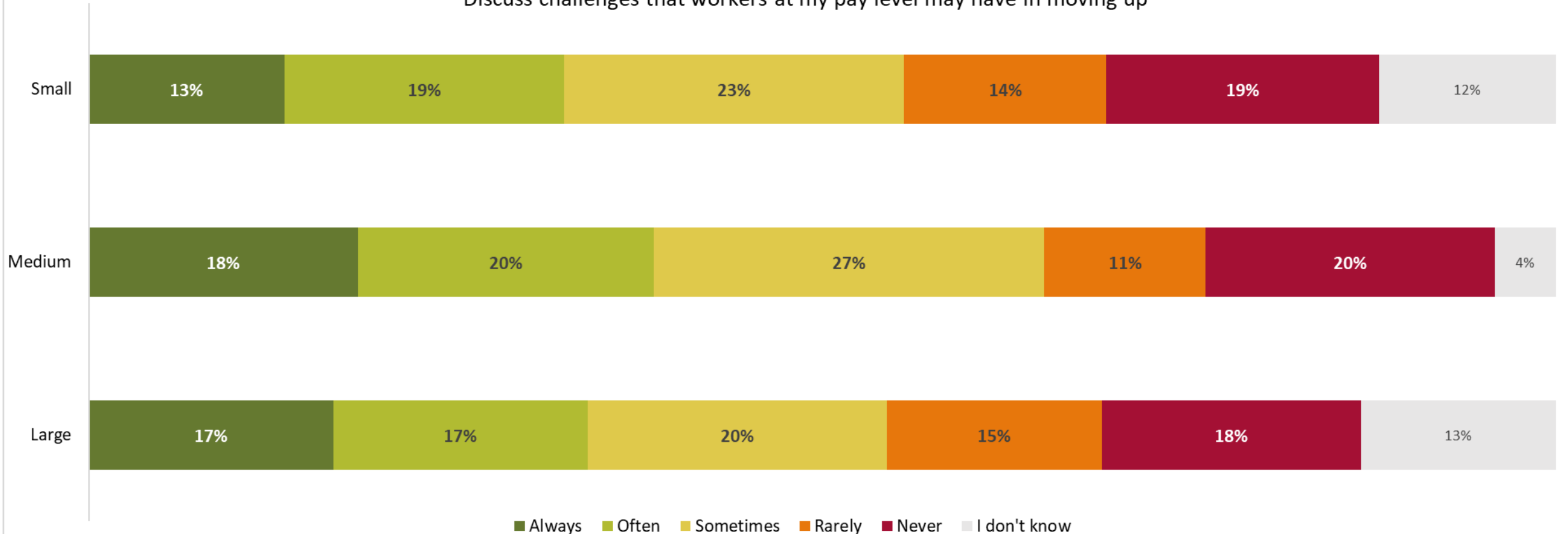


Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D9: During the onboarding process, does your primary company:

Discuss challenges that workers at my pay level may have in moving up



Section D Onboarding

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

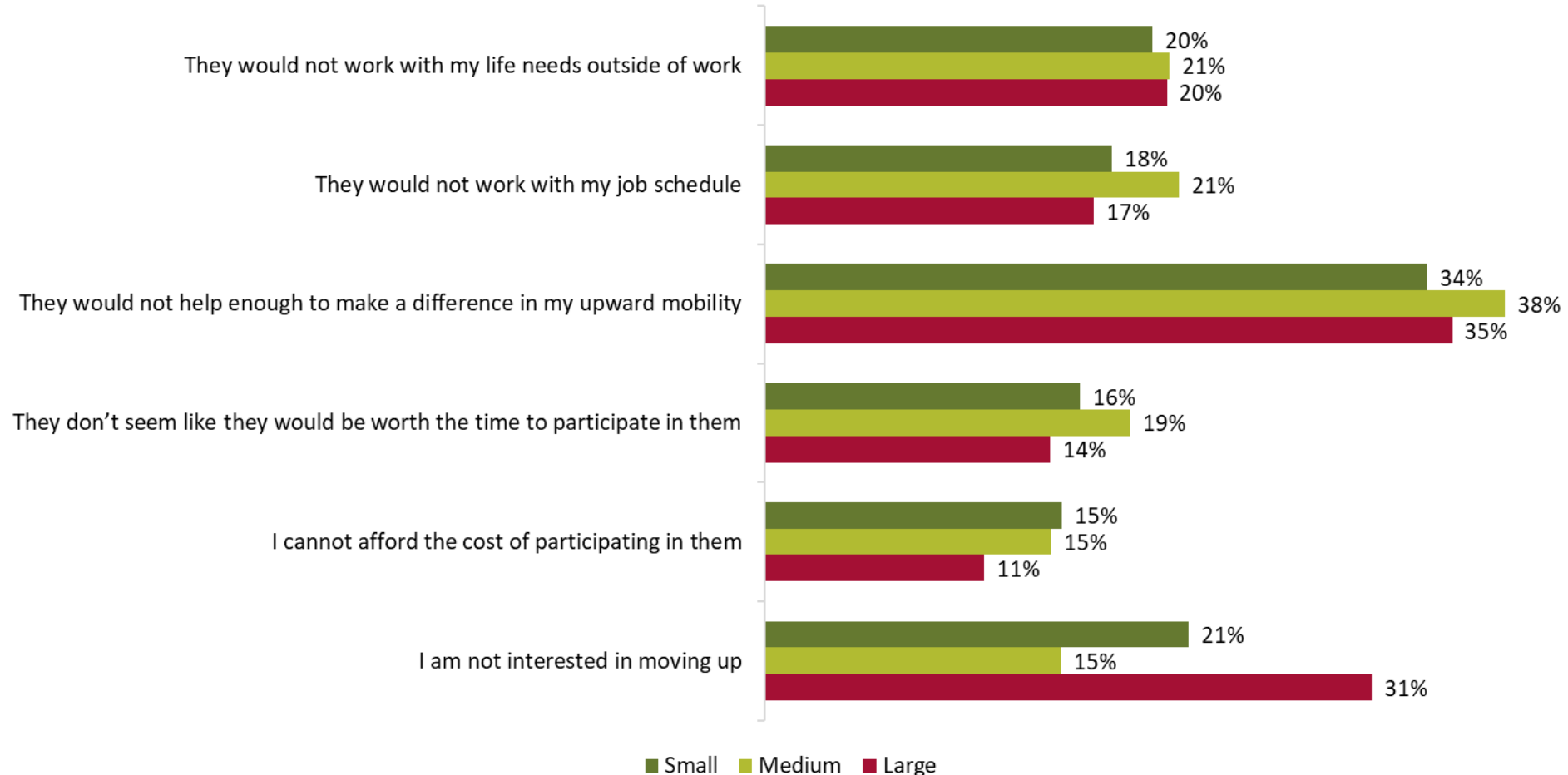
D10: Which of the below company practices would be helpful to your upward mobility (during the onboarding process)? :



Section D Onboarding

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

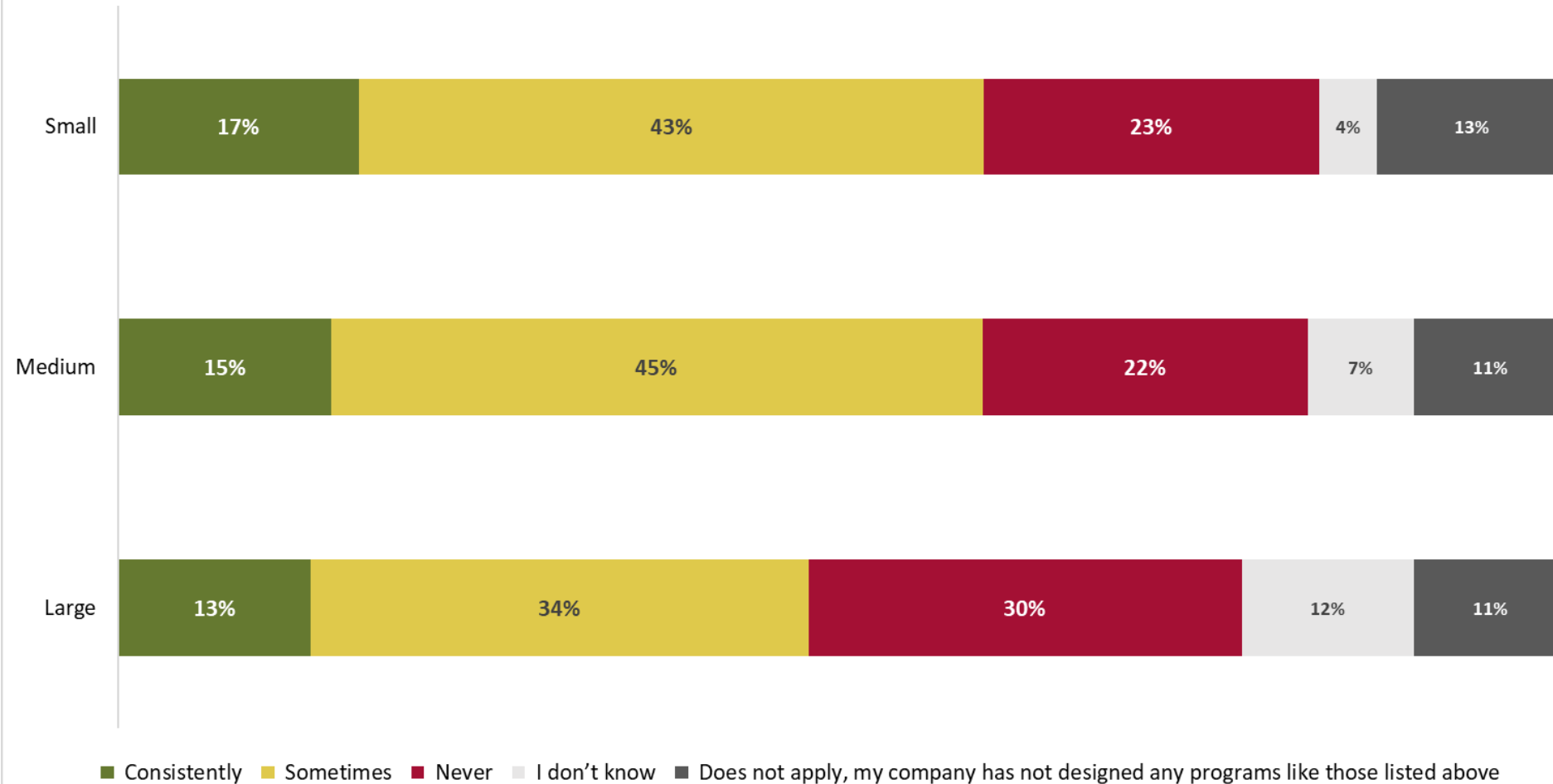
D11. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D Onboarding

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D12: When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers:

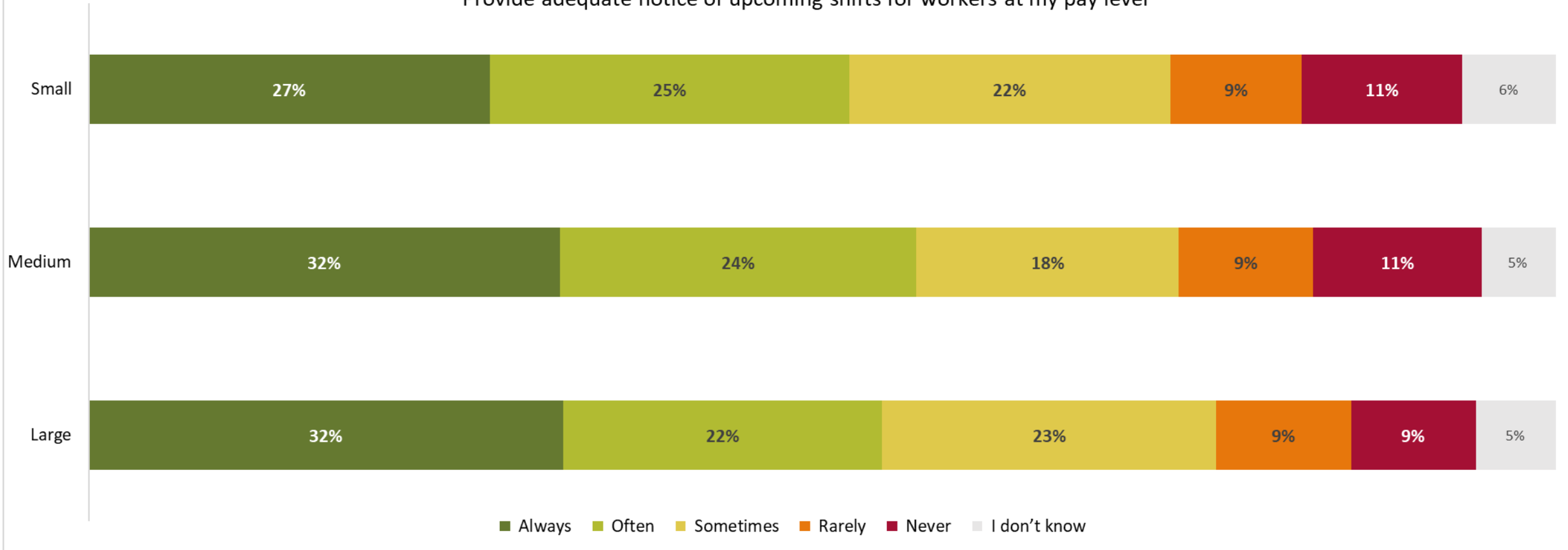


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide adequate notice of upcoming shifts for workers at my pay level

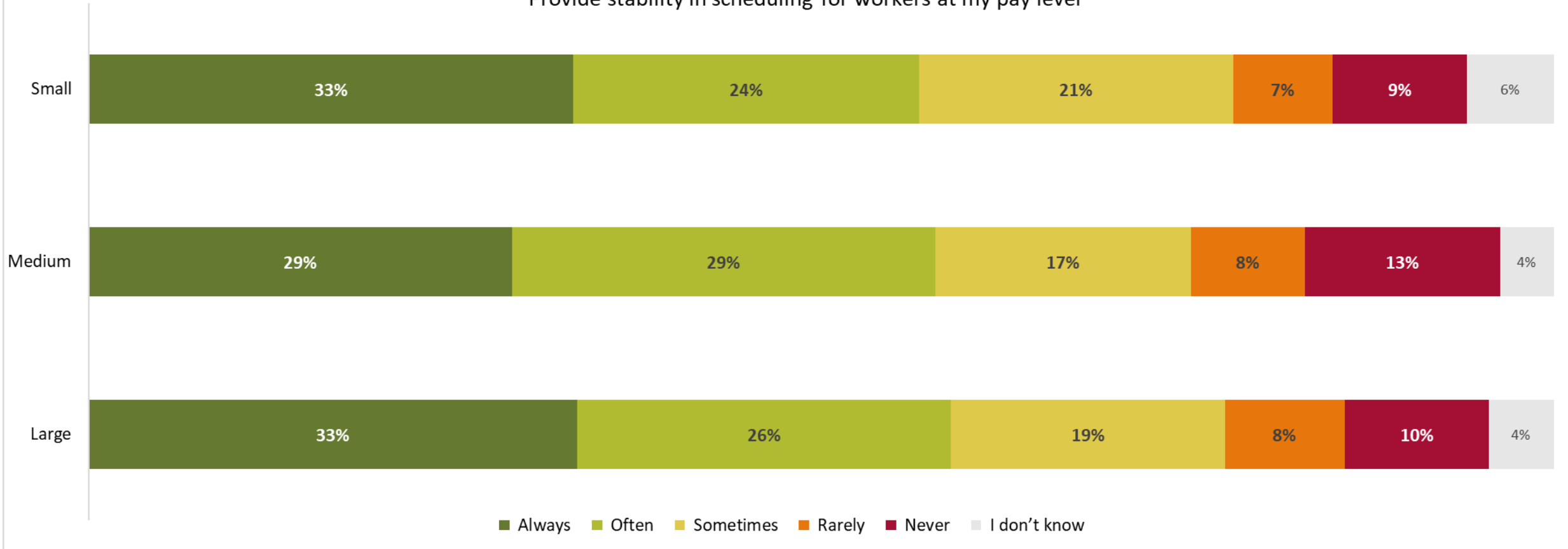


Section D Benefits

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide stability in scheduling for workers at my pay level

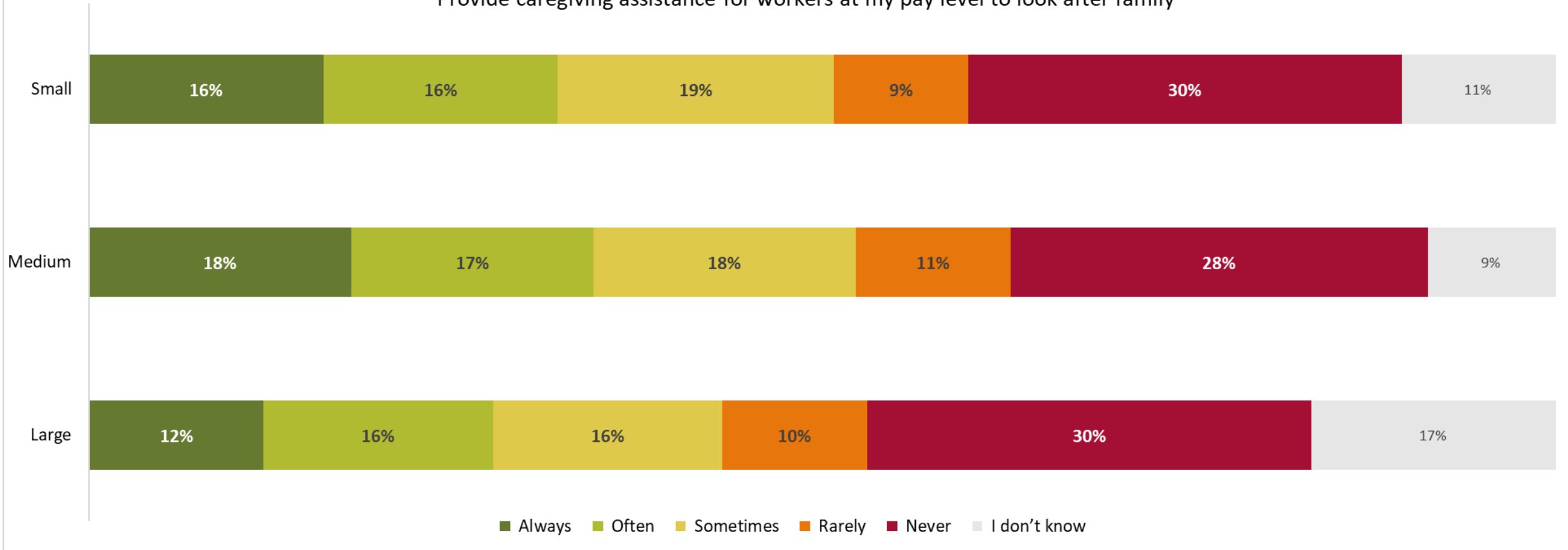


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide caregiving assistance for workers at my pay level to look after family

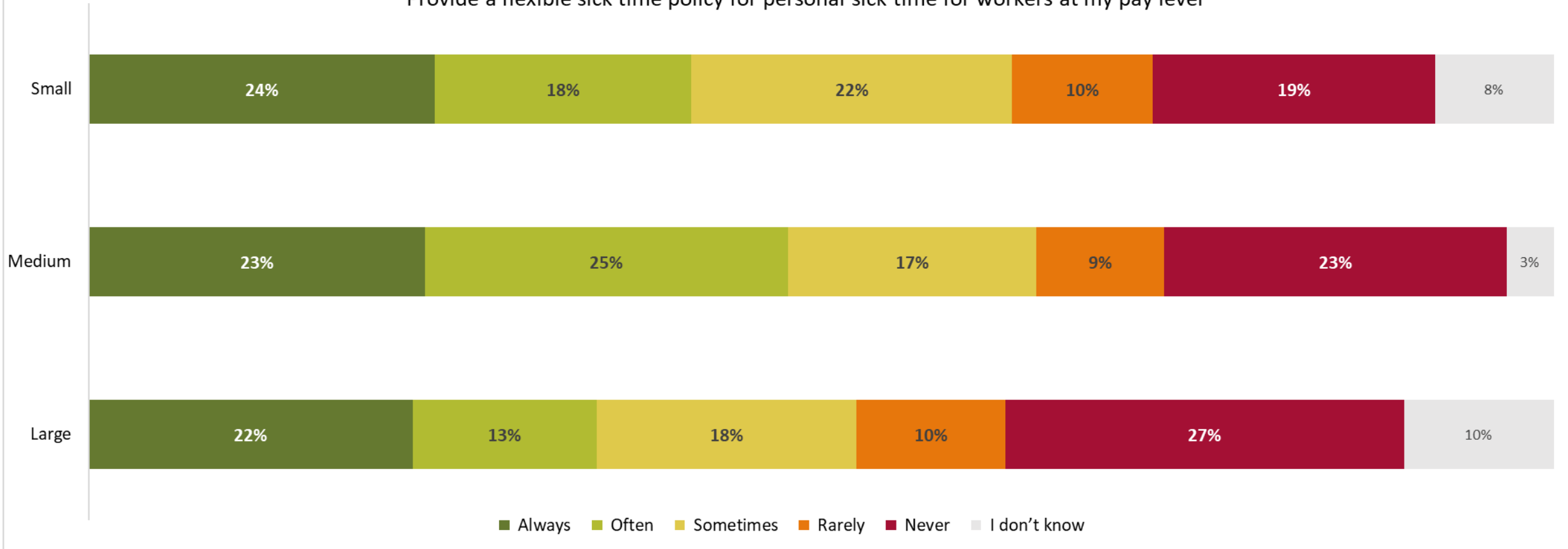


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide a flexible sick time policy for personal sick time for workers at my pay level

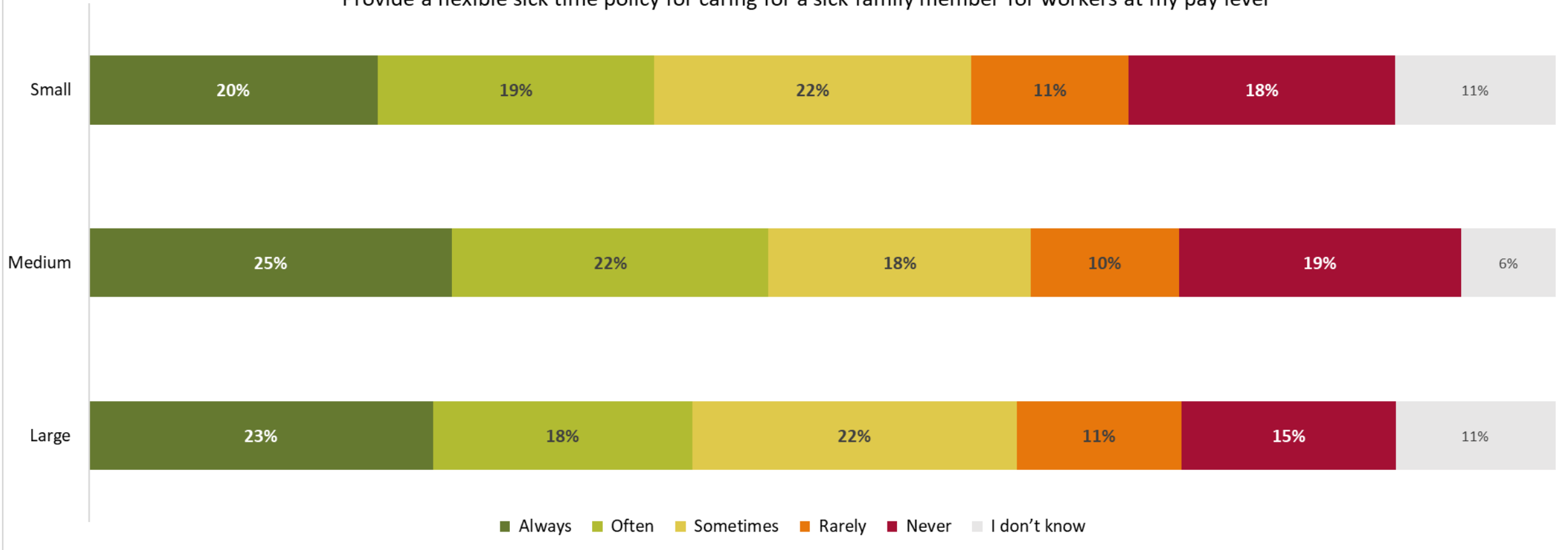


Section D Benefits

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide a flexible sick time policy for caring for a sick family member for workers at my pay level

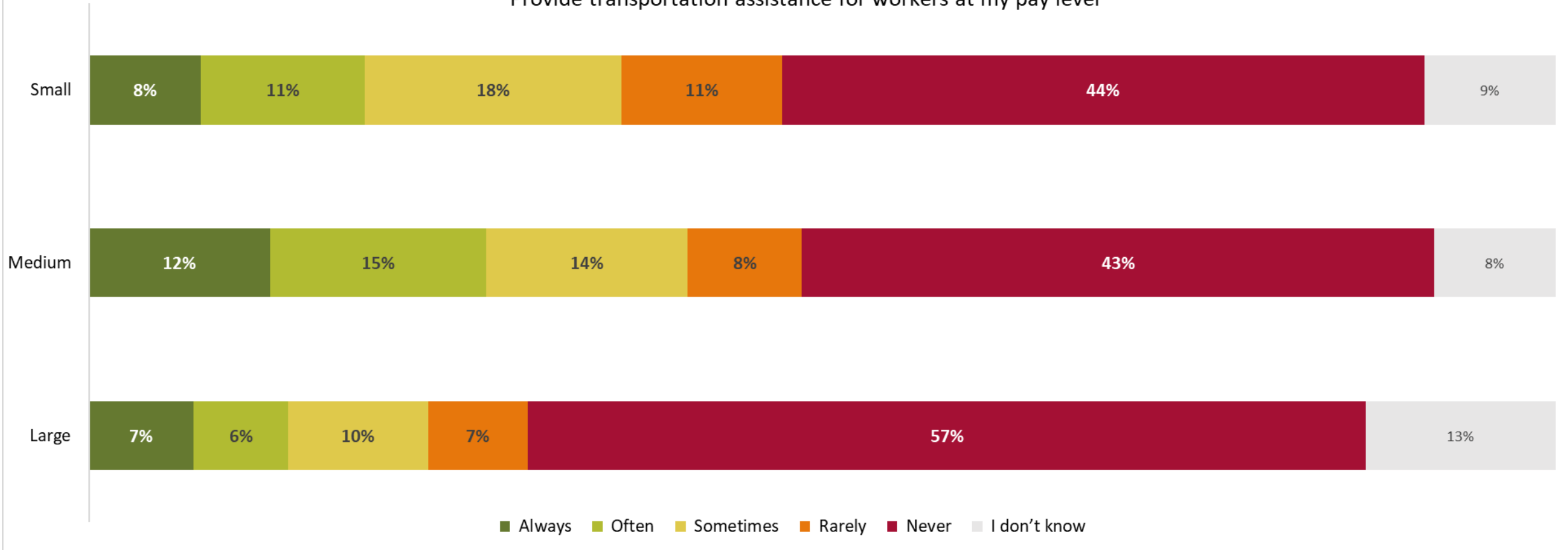


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide transportation assistance for workers at my pay level

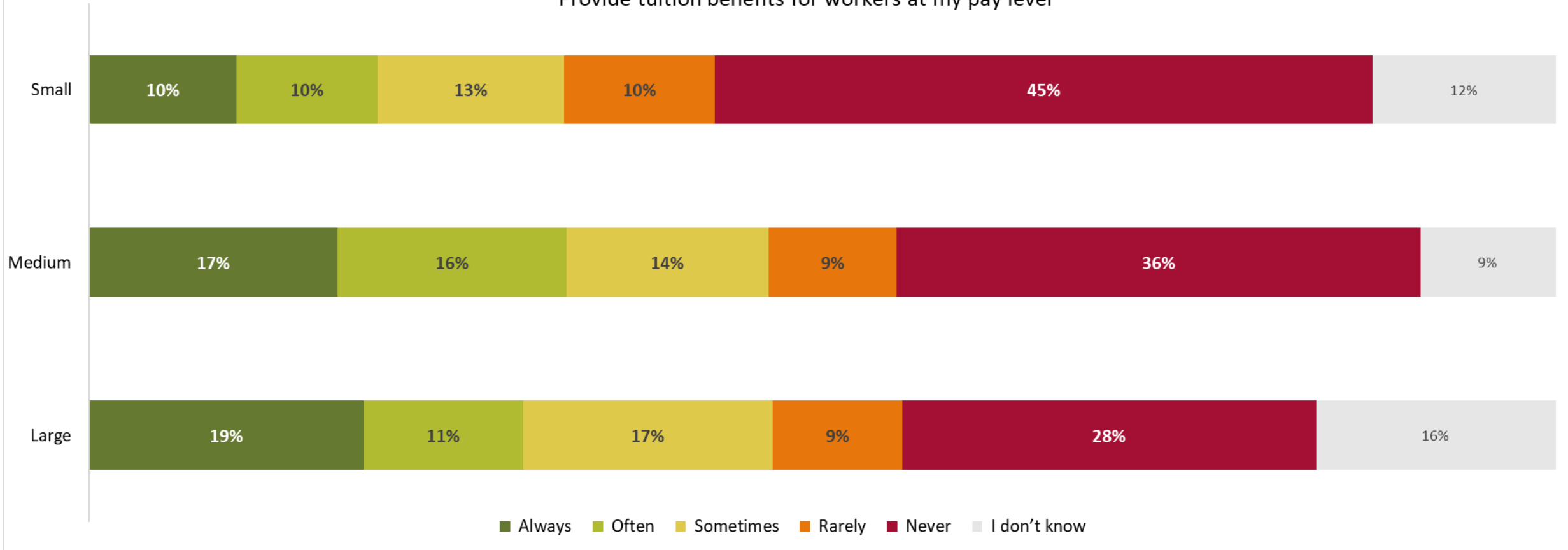


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

Provide tuition benefits for workers at my pay level

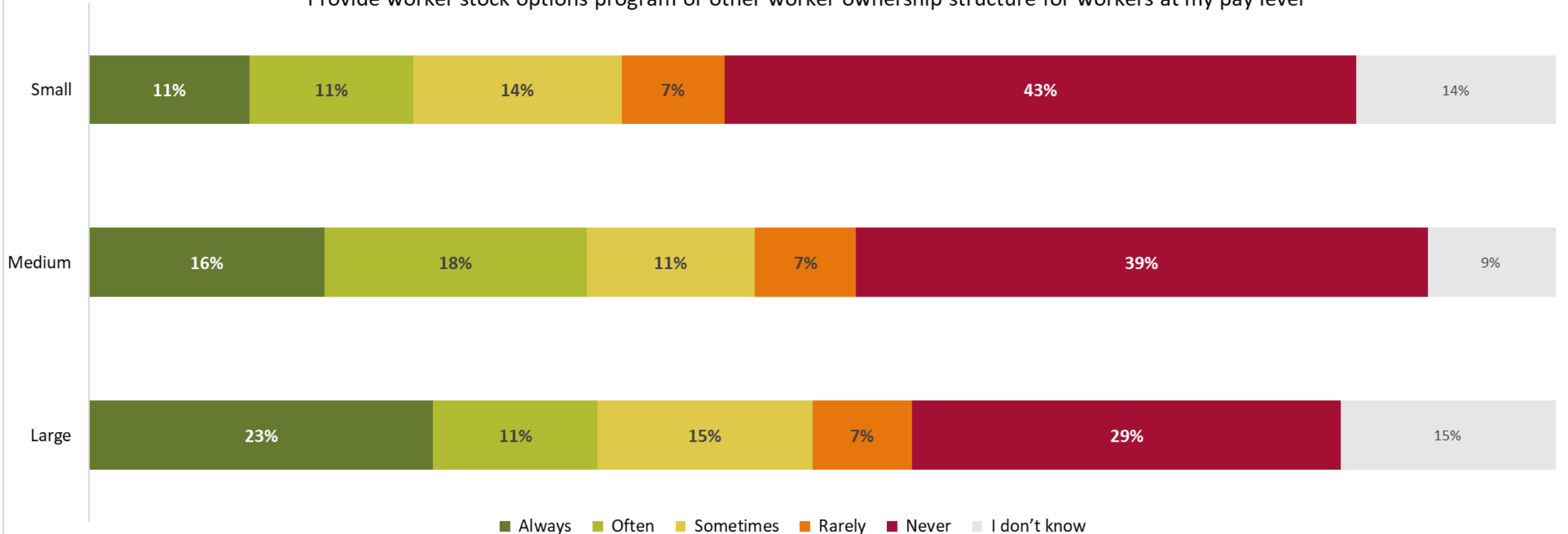


Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D13: Does your primary company:

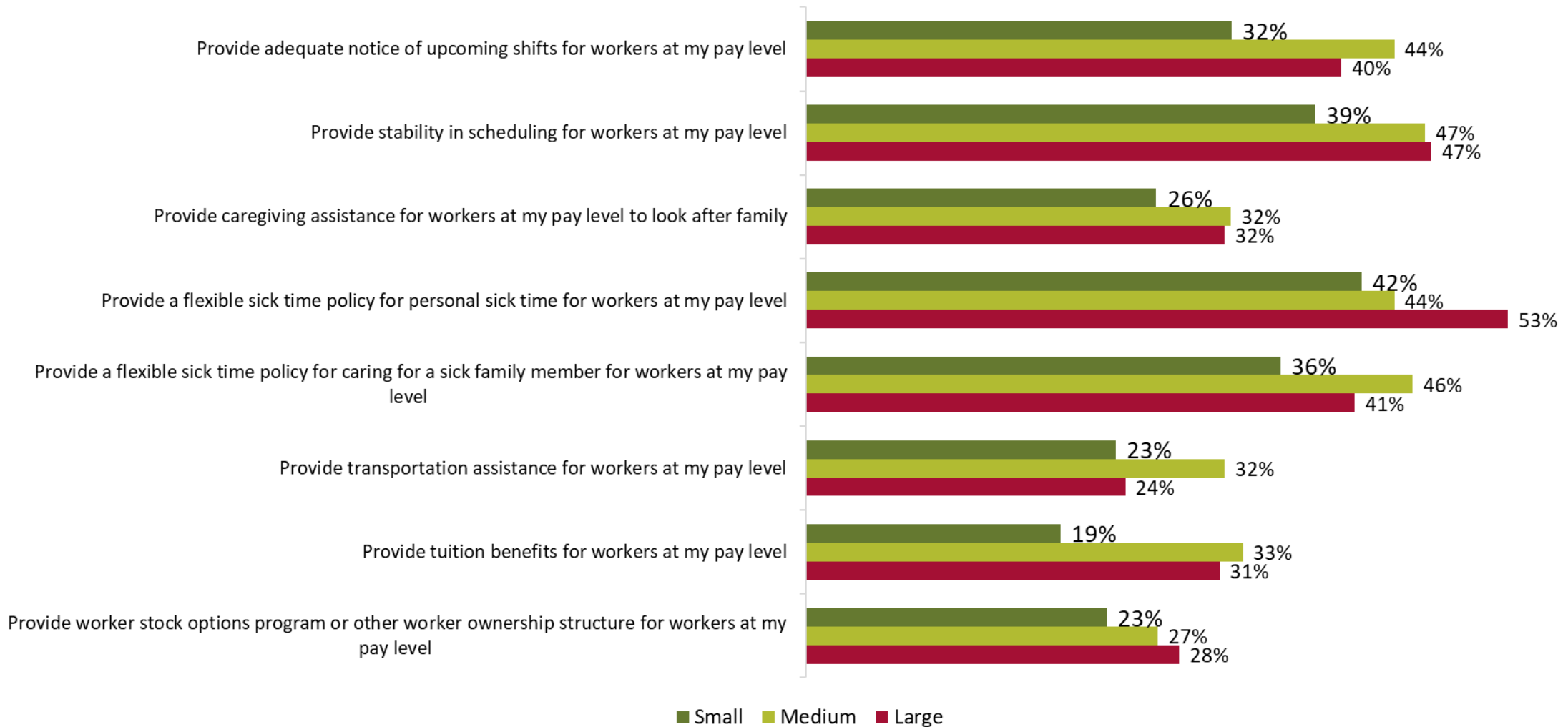
Provide worker stock options program or other worker ownership structure for workers at my pay level



Section D Benefits

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D14: Which of the below company practices would be helpful to your upward mobility?



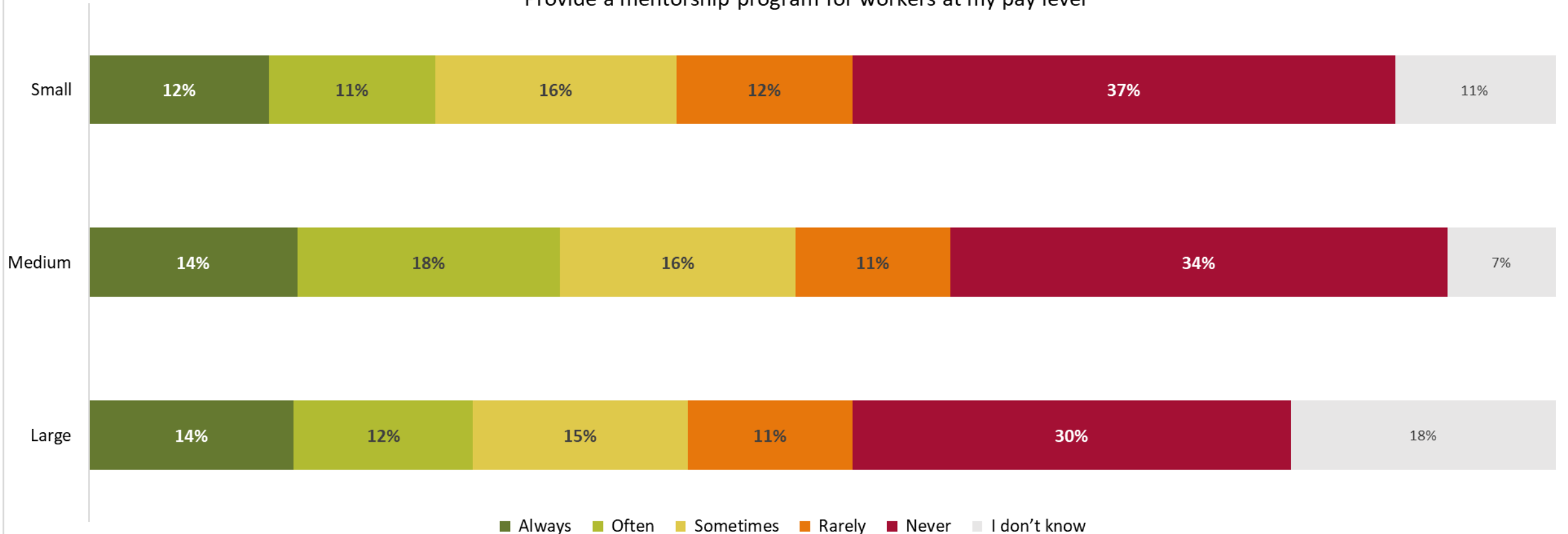
Section D

Mentor and supervisor support

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D15: Does your primary company:

Provide a mentorship program for workers at my pay level



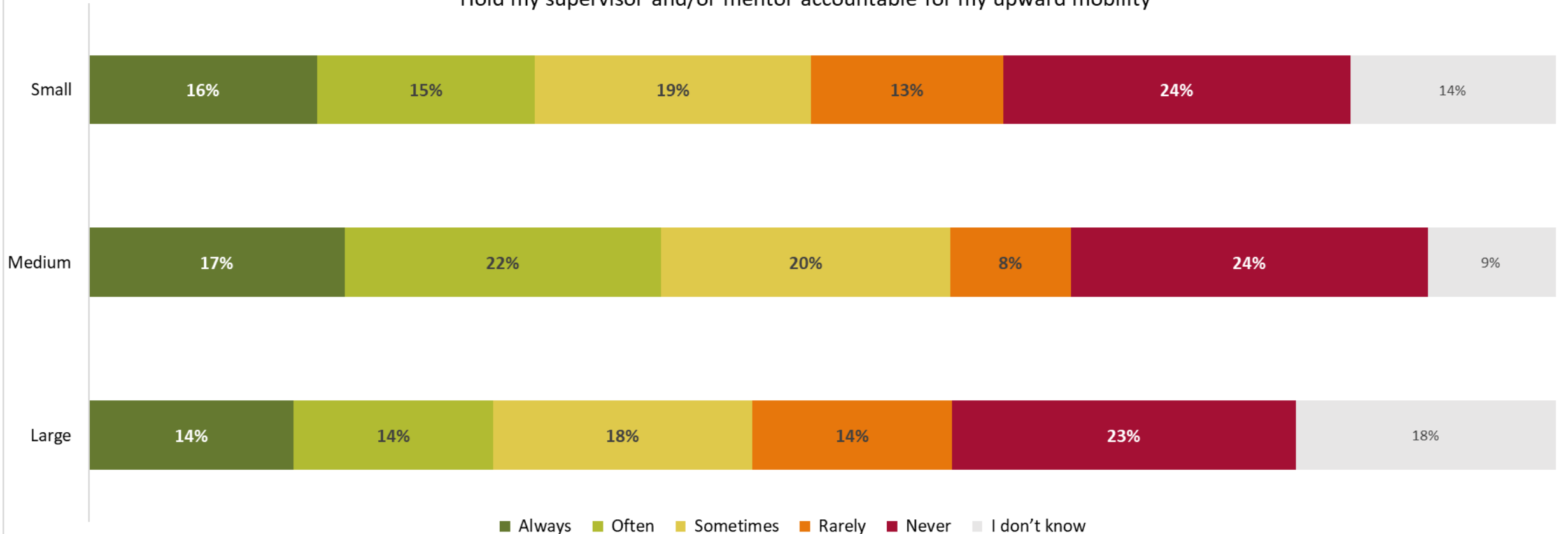
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D15: Does your primary company:

Hold my supervisor and/or mentor accountable for my upward mobility



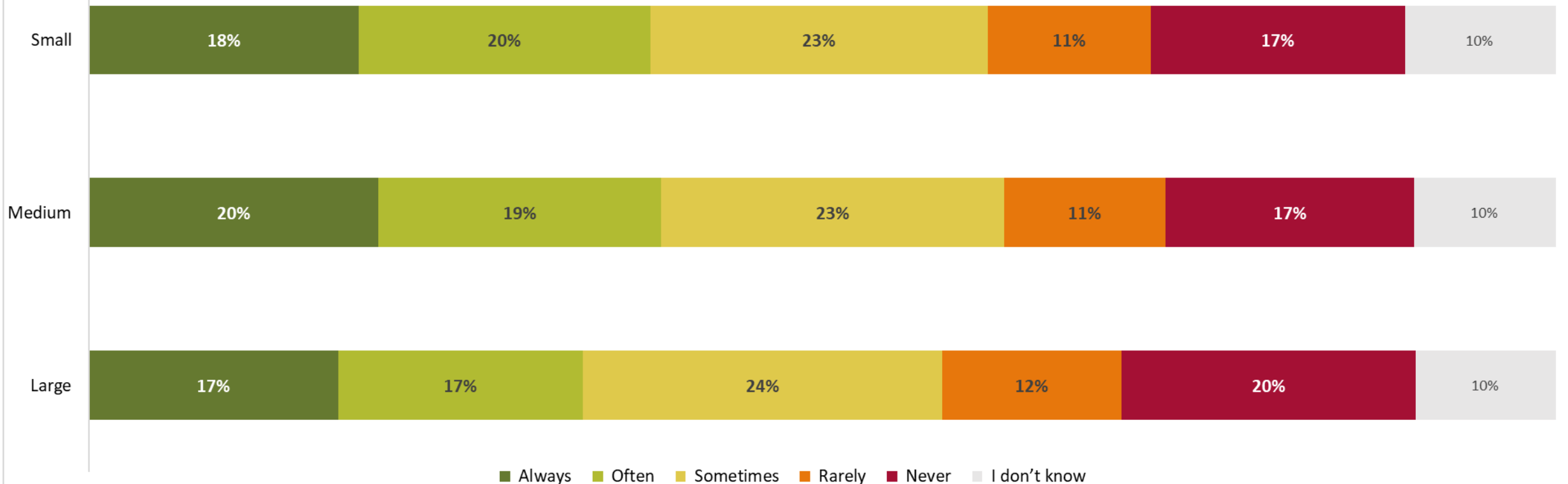
Section D

Mentor and supervisor support

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D15: Does your primary company:

Empower supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work (e.g., giving the afternoon off for a care appointment)



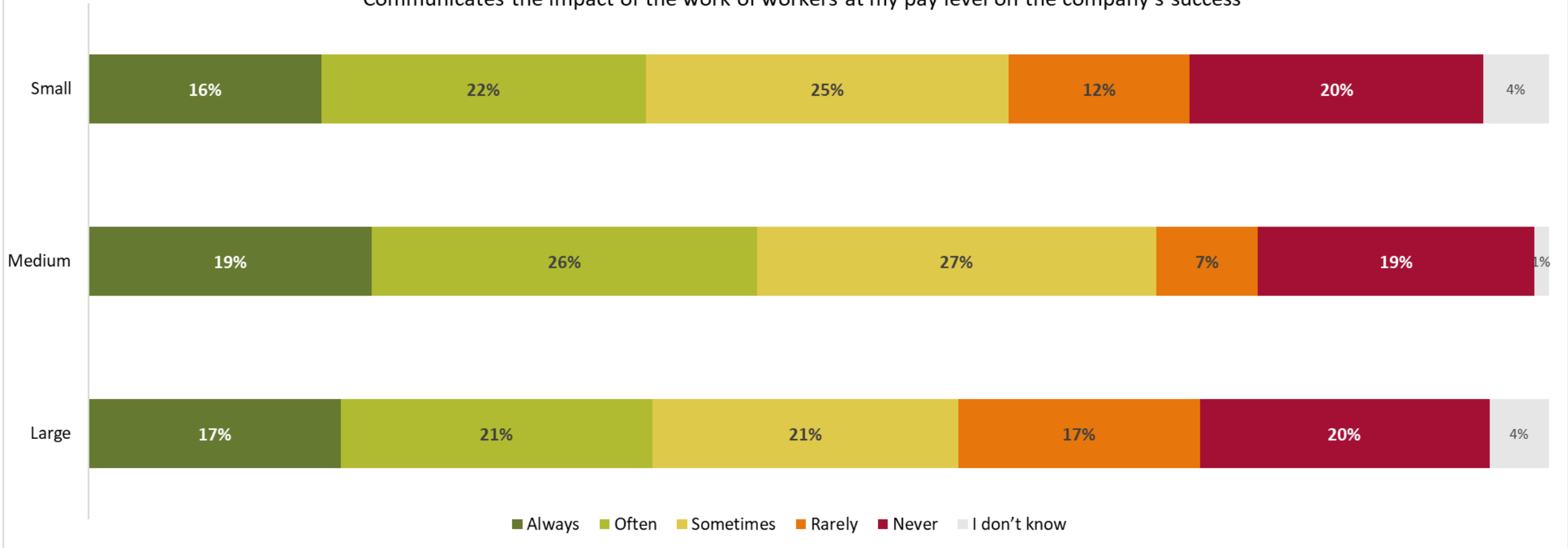
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEVV2: Do you have a supervisor or mentor who:

Communicates the impact of the work of workers at my pay level on the company's success



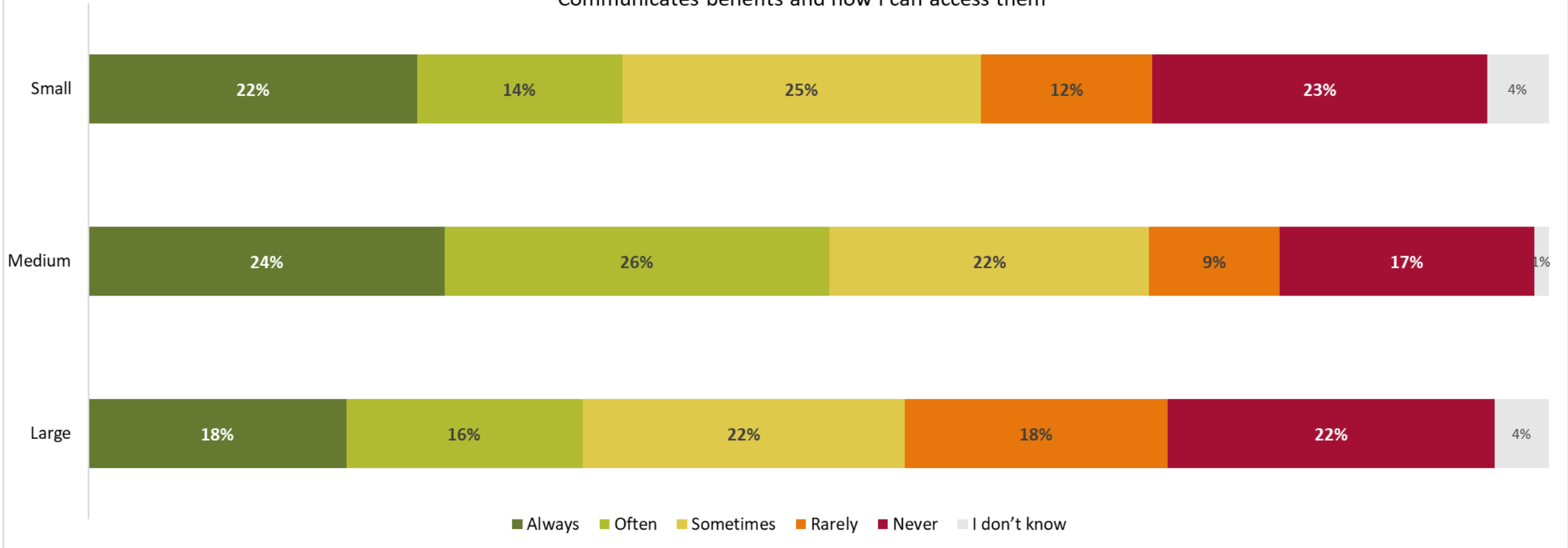
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Communicates benefits and how I can access them



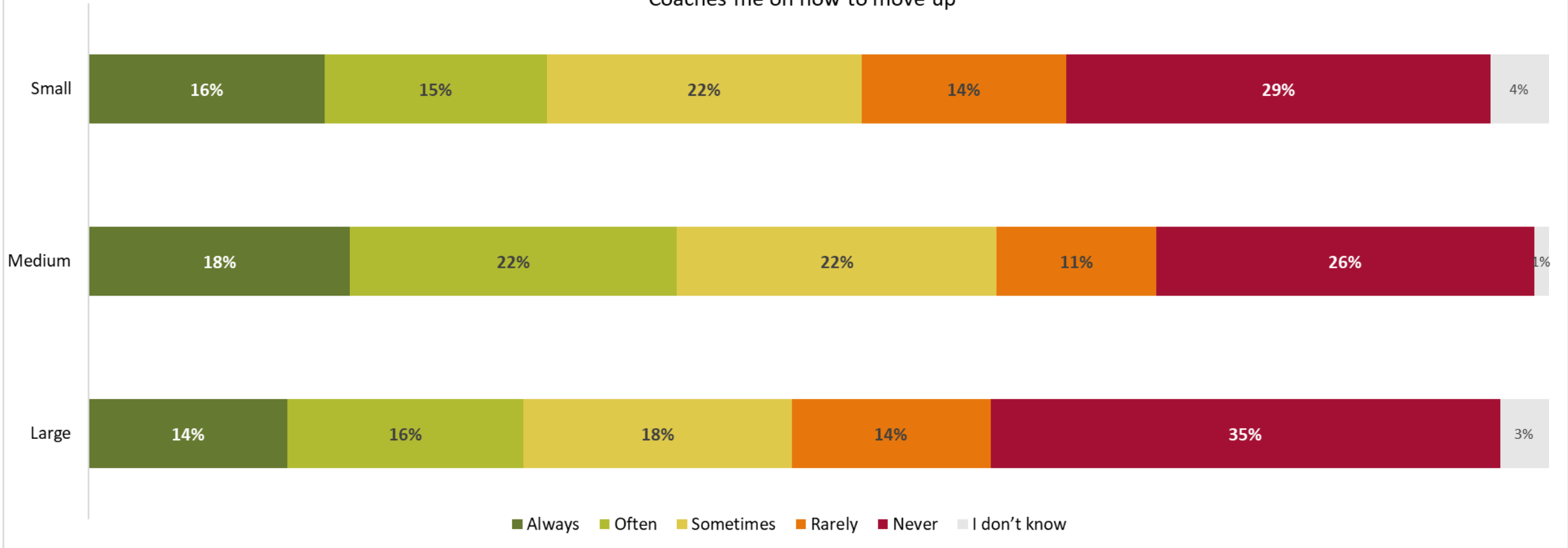
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Coaches me on how to move up



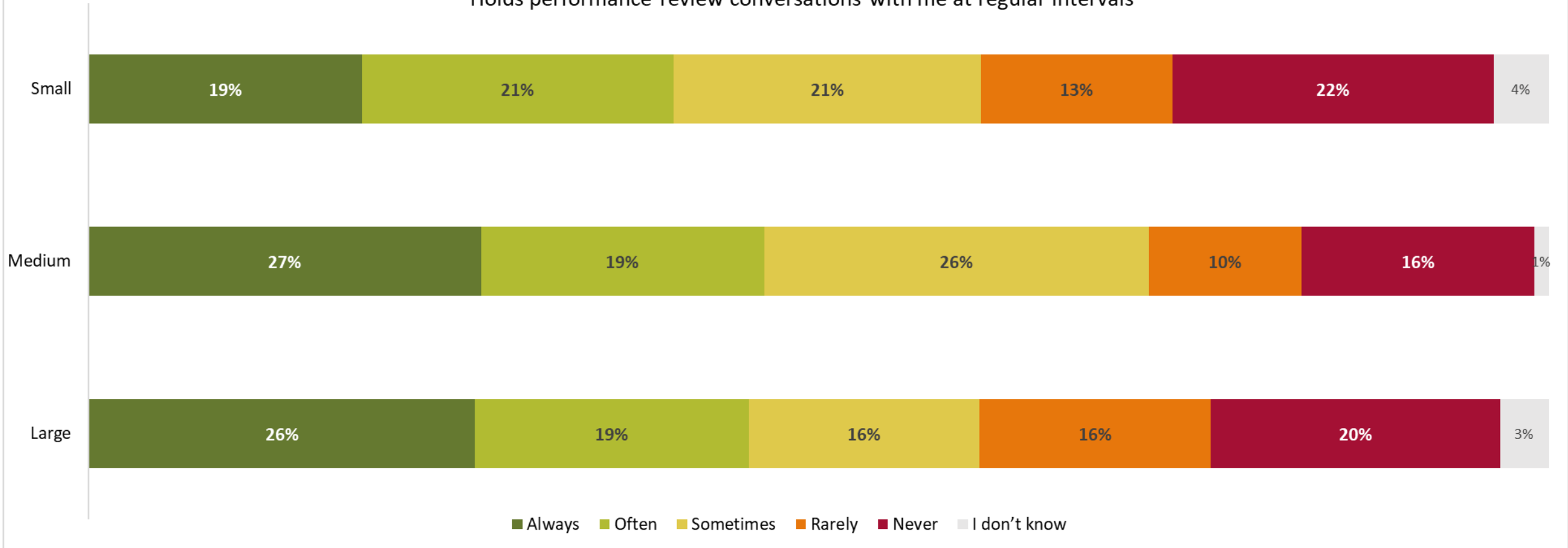
Section D

Mentor and supervisor support

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16NEWV2: Do you have a supervisor or mentor who:

Holds performance review conversations with me at regular intervals

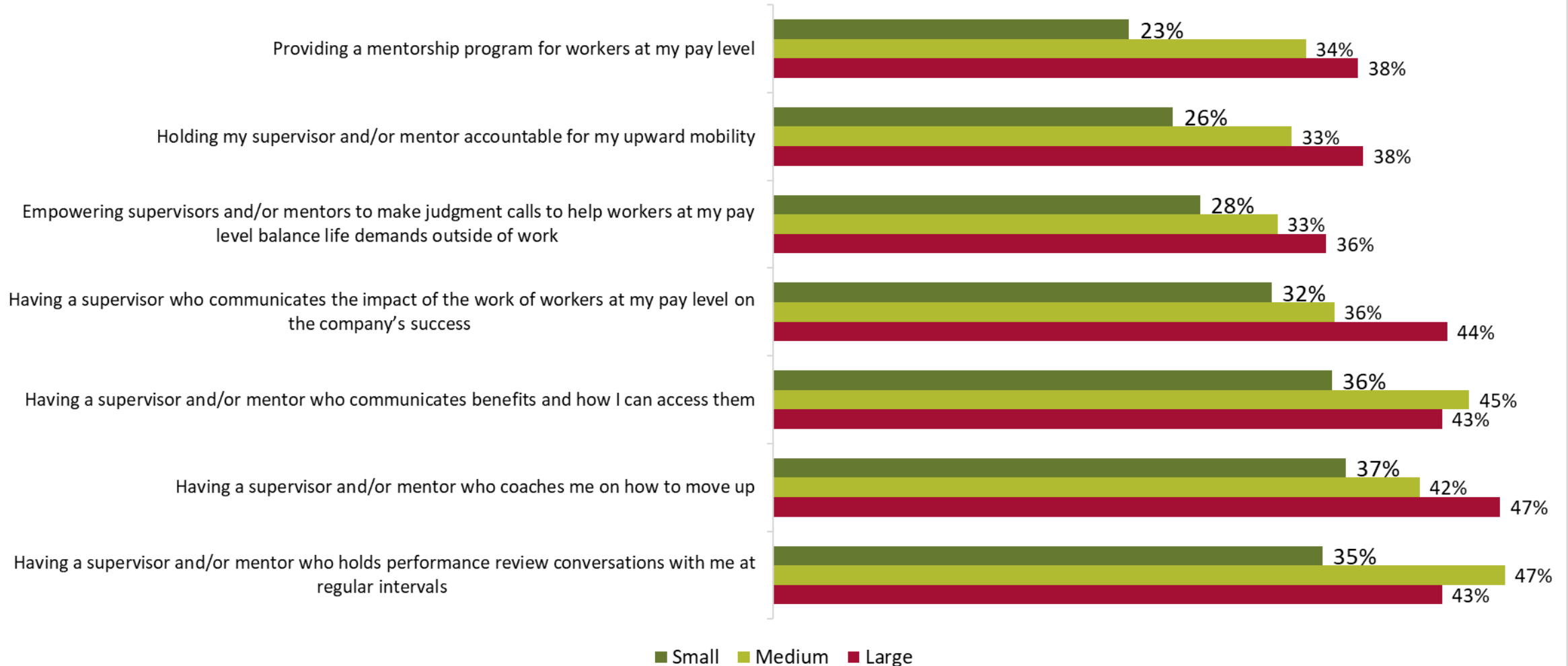


Section D

Mentor and supervisor support

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D16: Which of the below company practices would be helpful to your upward mobility?



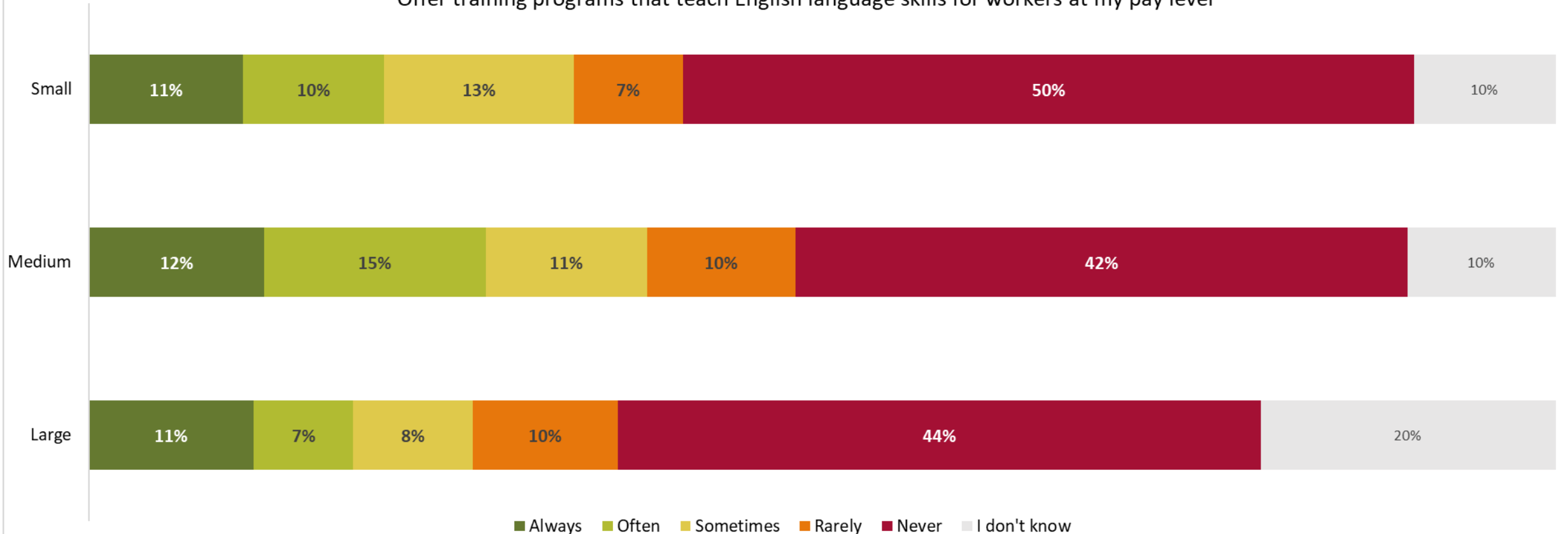
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach English language skills for workers at my pay level



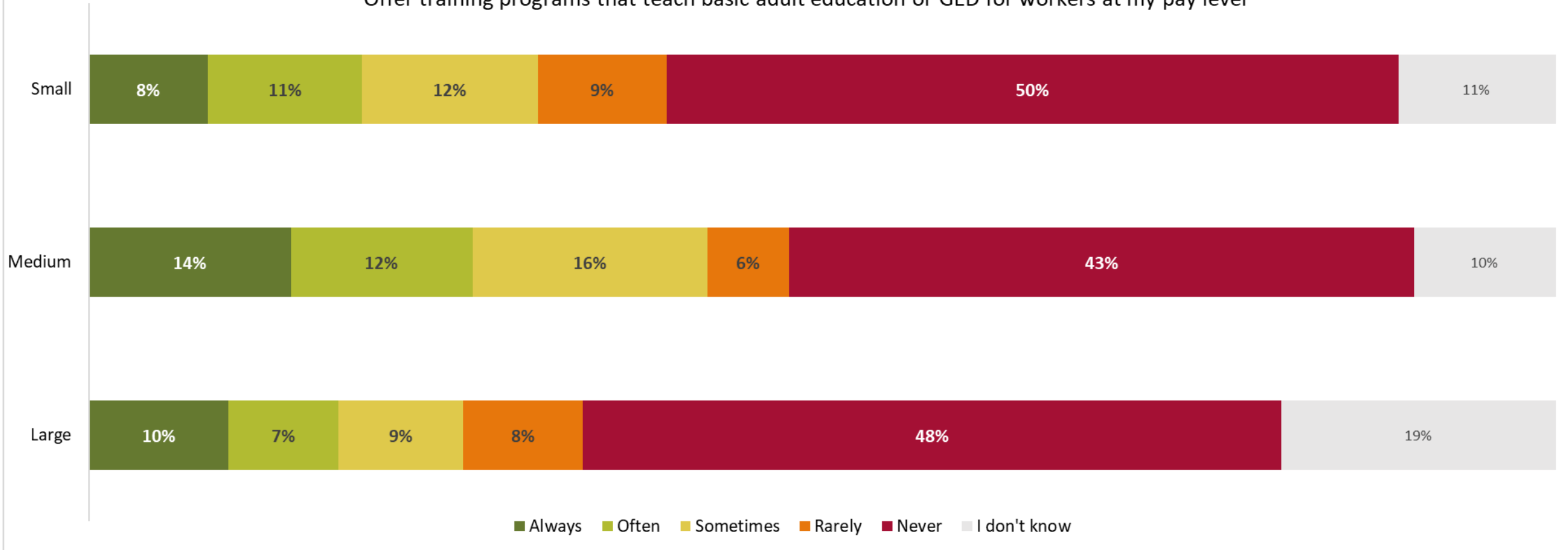
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach basic adult education or GED for workers at my pay level



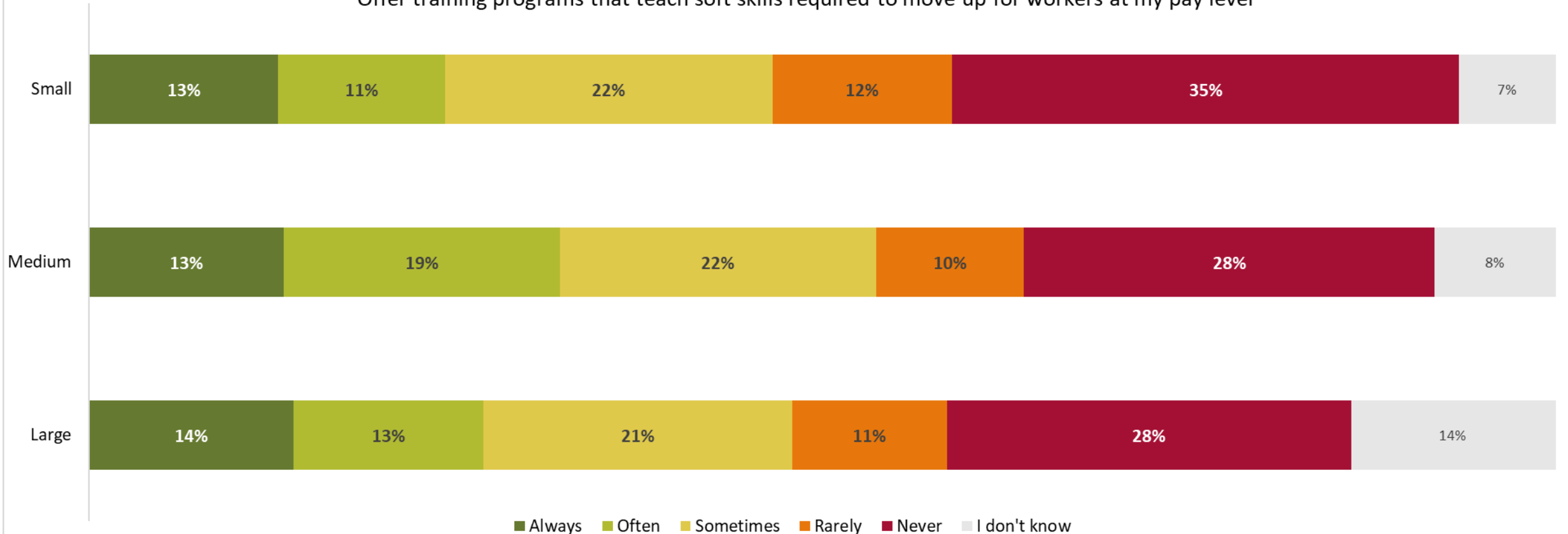
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach soft skills required to move up for workers at my pay level



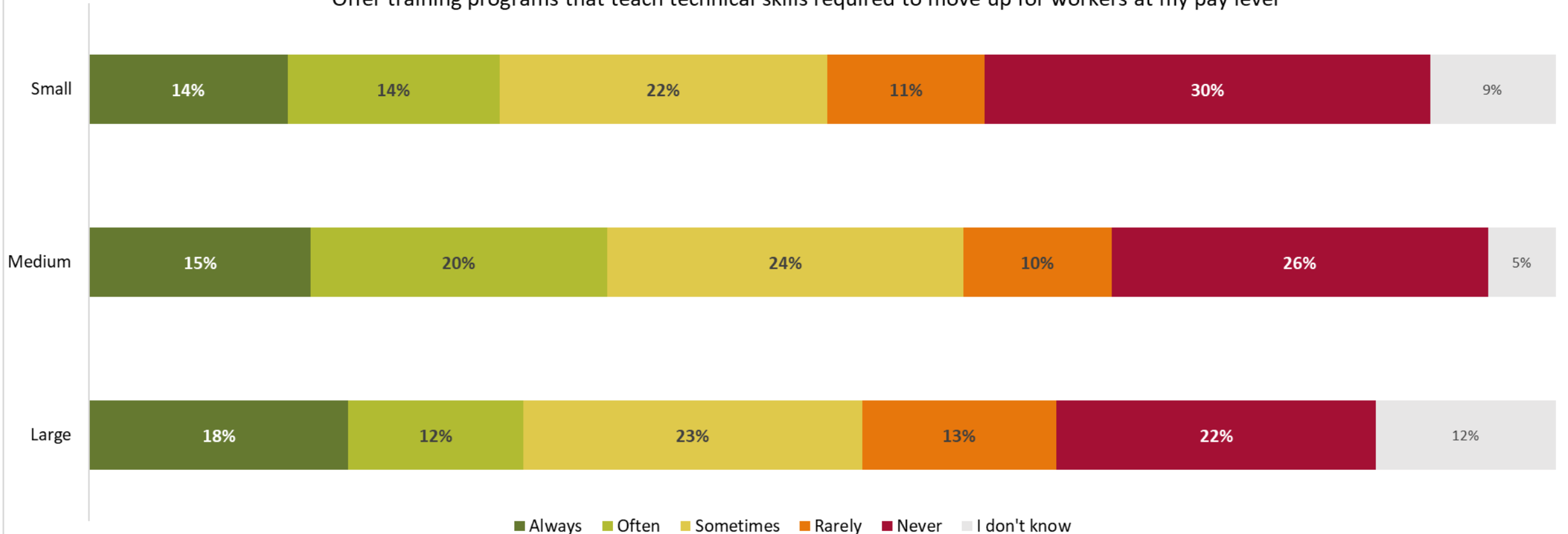
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach technical skills required to move up for workers at my pay level



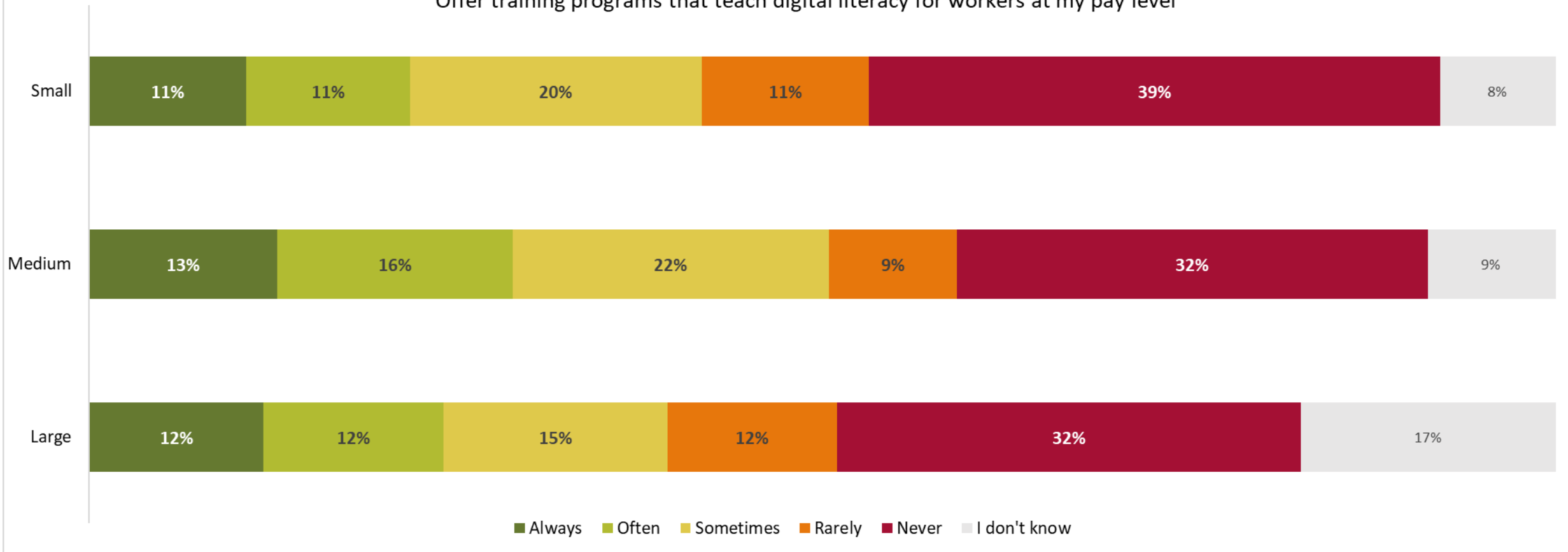
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs that teach digital literacy for workers at my pay level



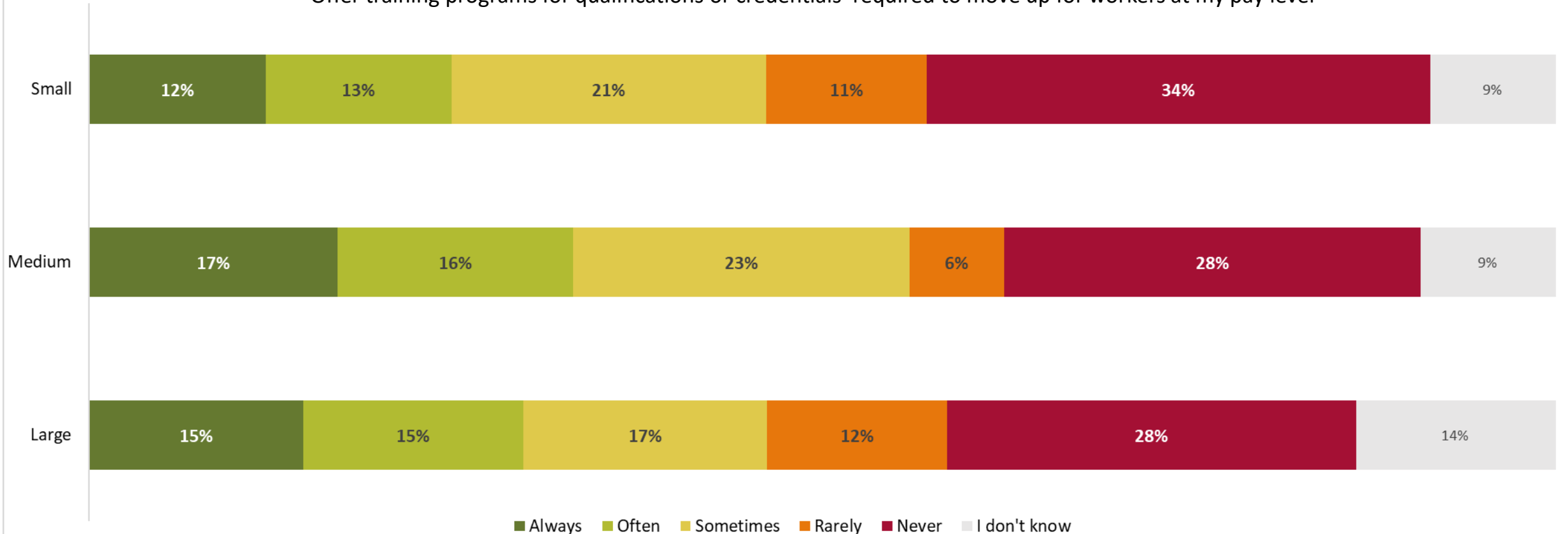
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

Offer training programs for qualifications or credentials required to move up for workers at my pay level



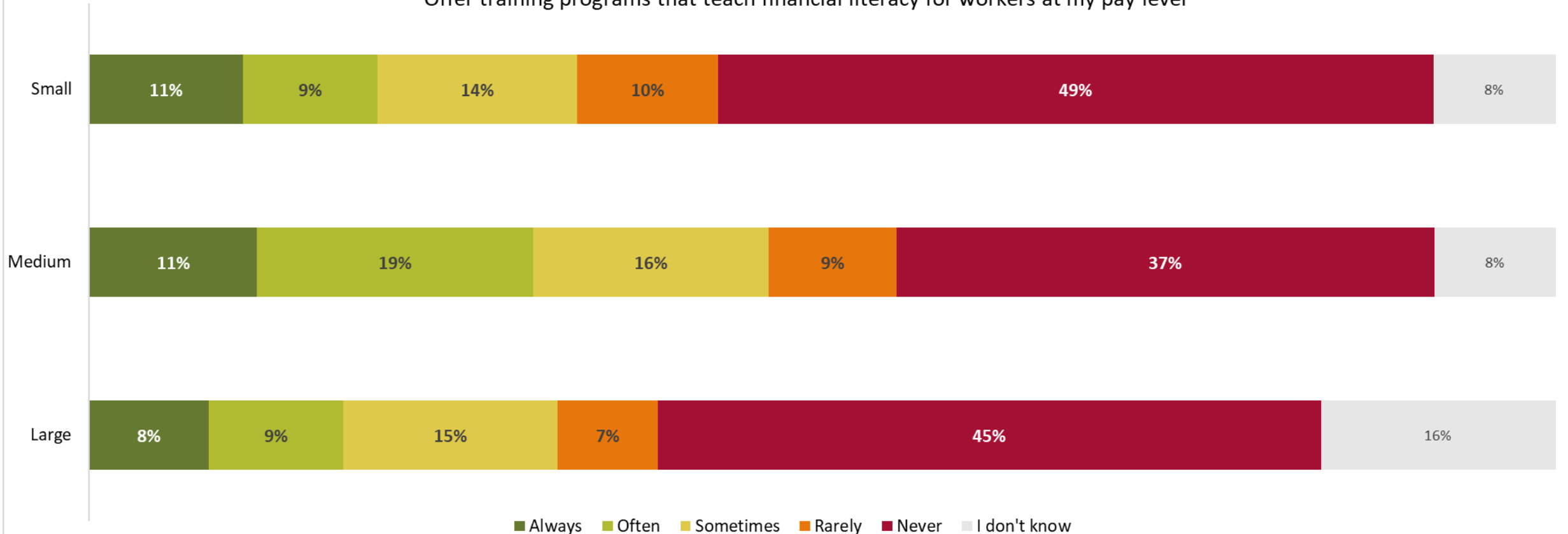
Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D17: Does your primary company:

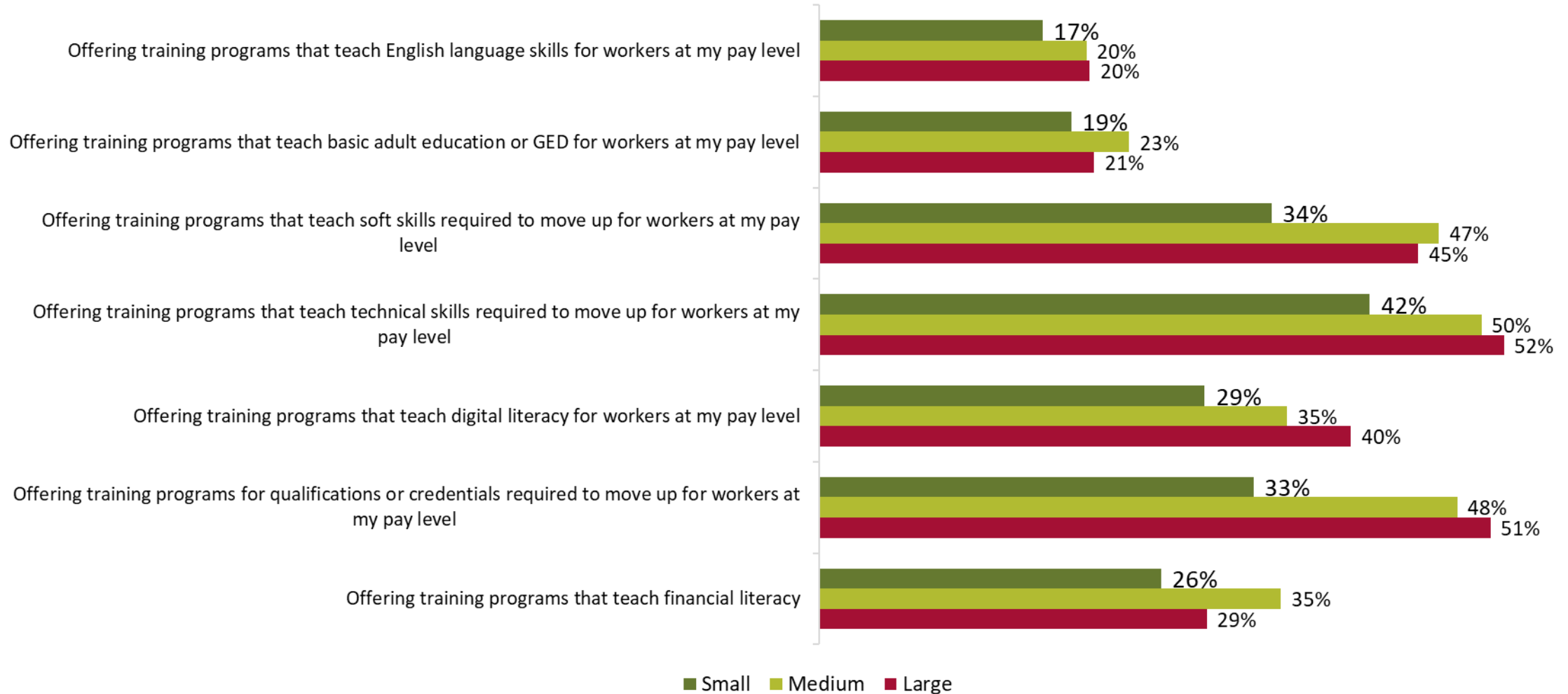
Offer training programs that teach financial literacy for workers at my pay level



Section D
Learning and development

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D18: Which of the below company practices would be helpful to your upward mobility?

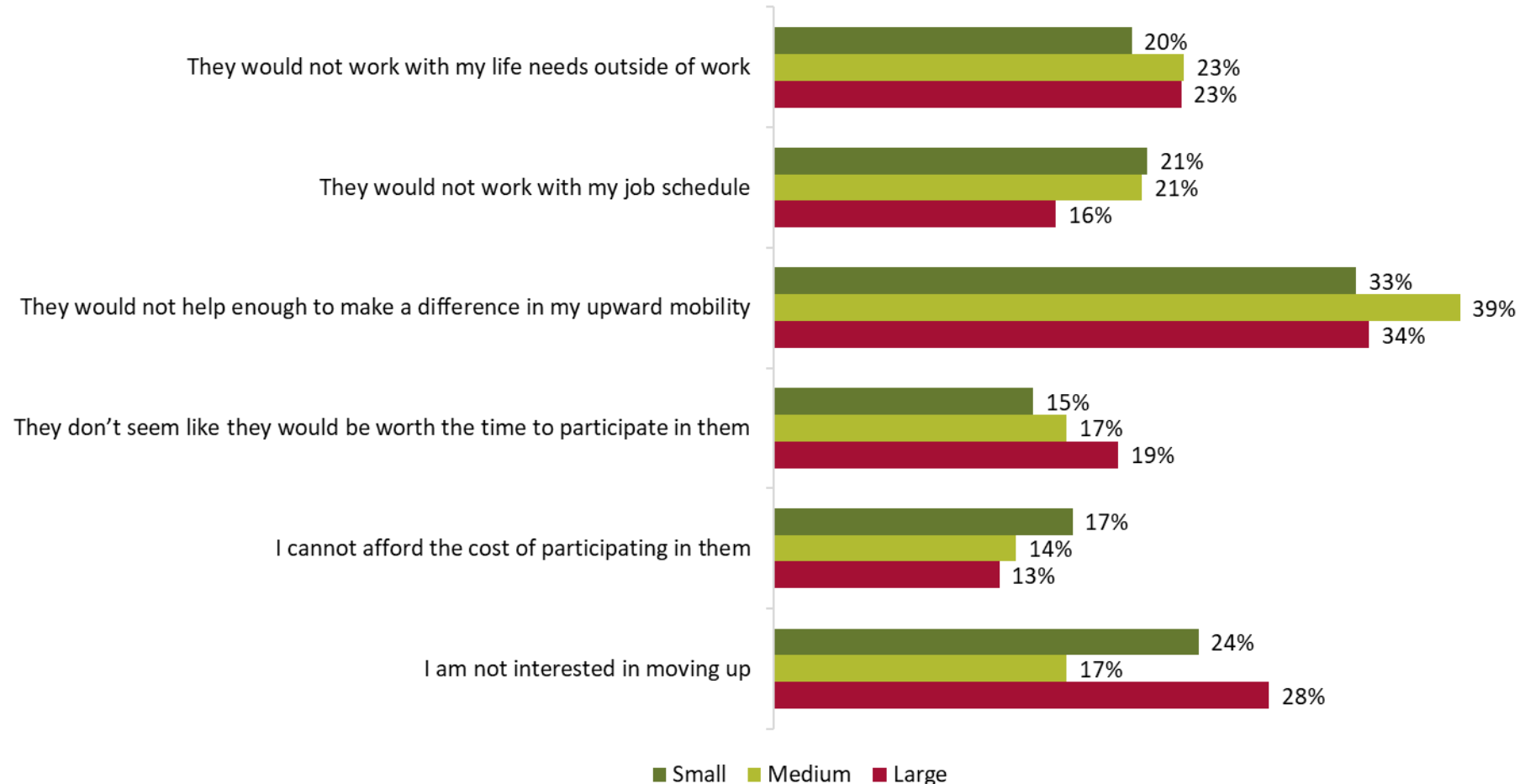


Section D

Learning and development

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D19. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?

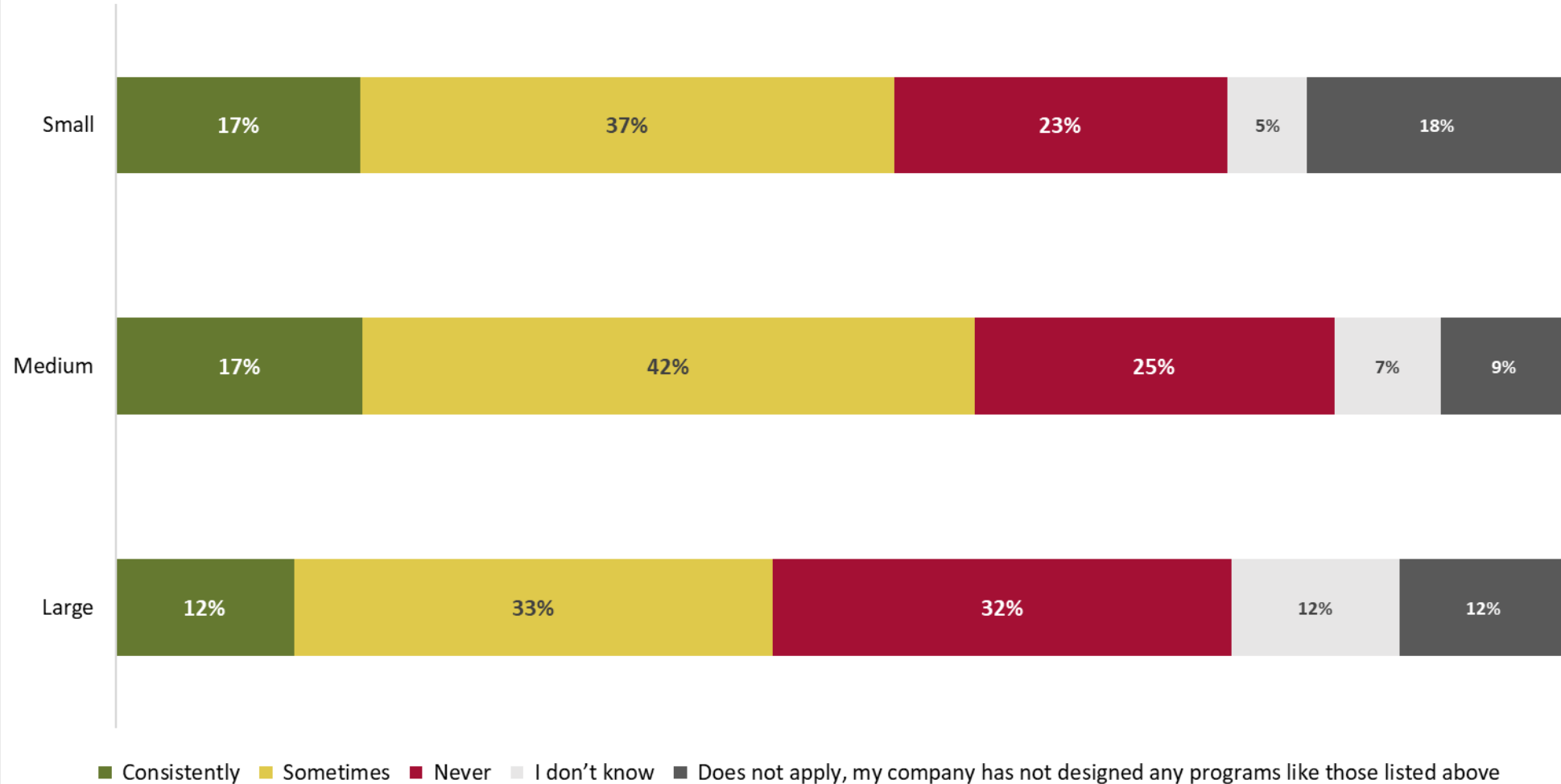


Section D

Learning and development

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D20: When your primary company designs programs like those described in this section, do they ever seek input from you or your coworkers:



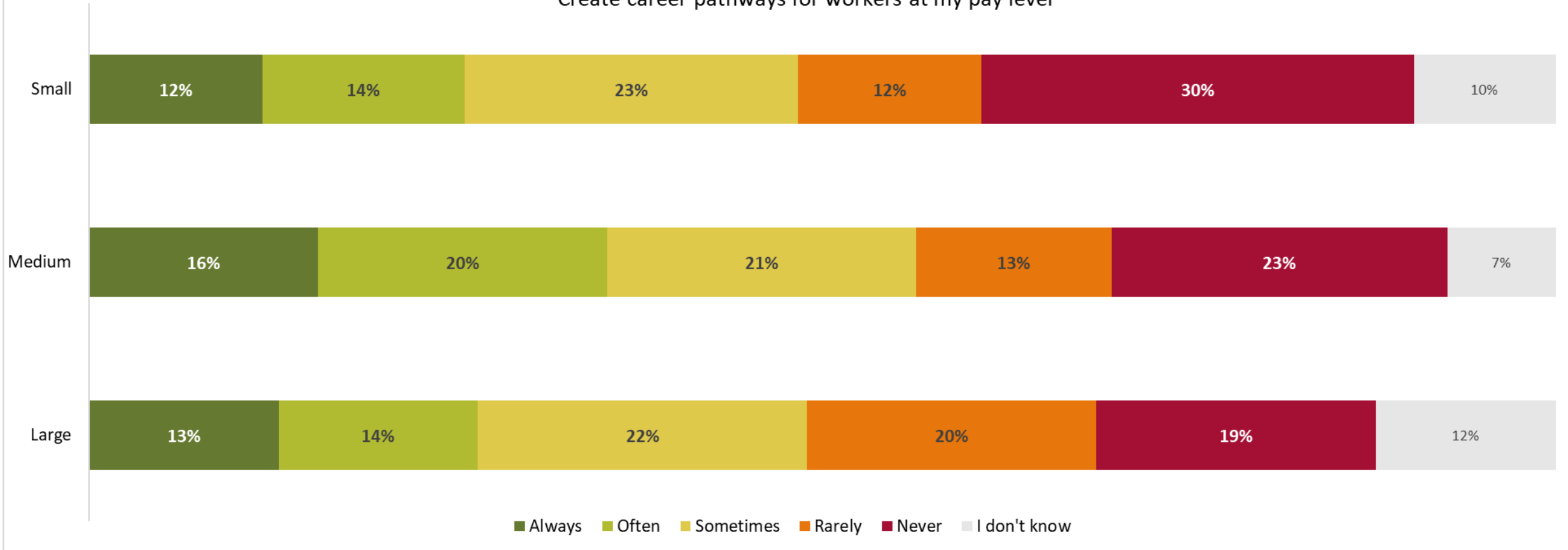
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Create career pathways for workers at my pay level



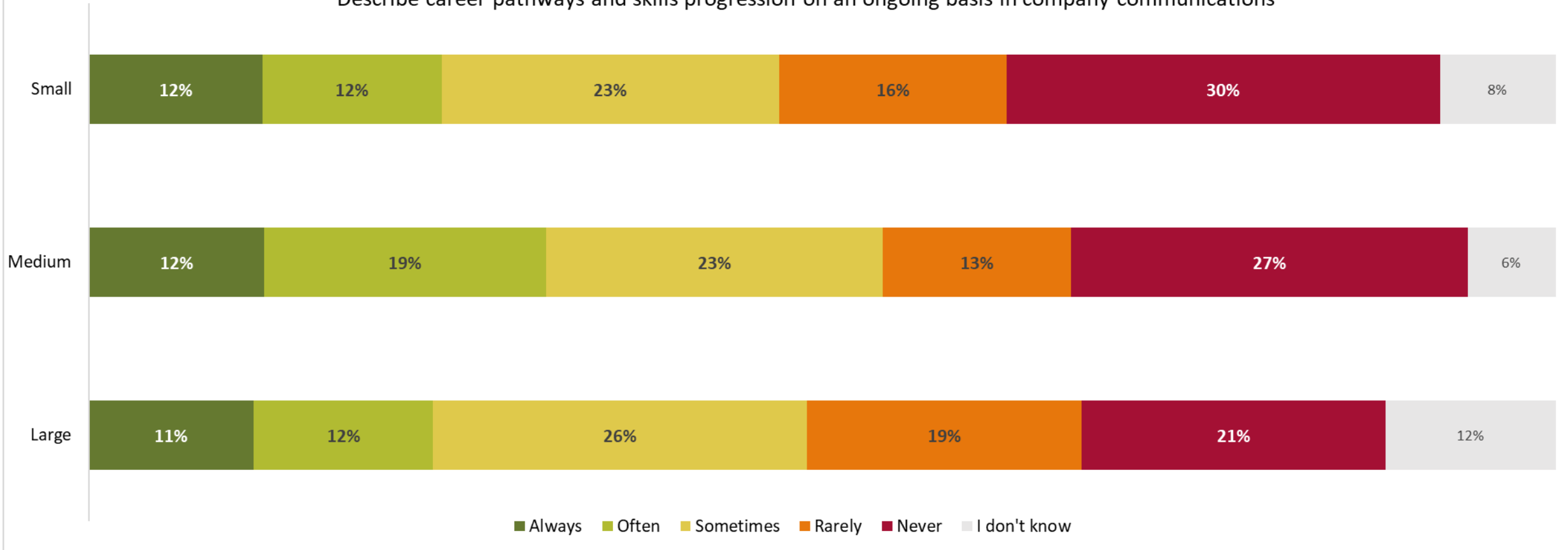
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe career pathways and skills progression on an ongoing basis in company communications



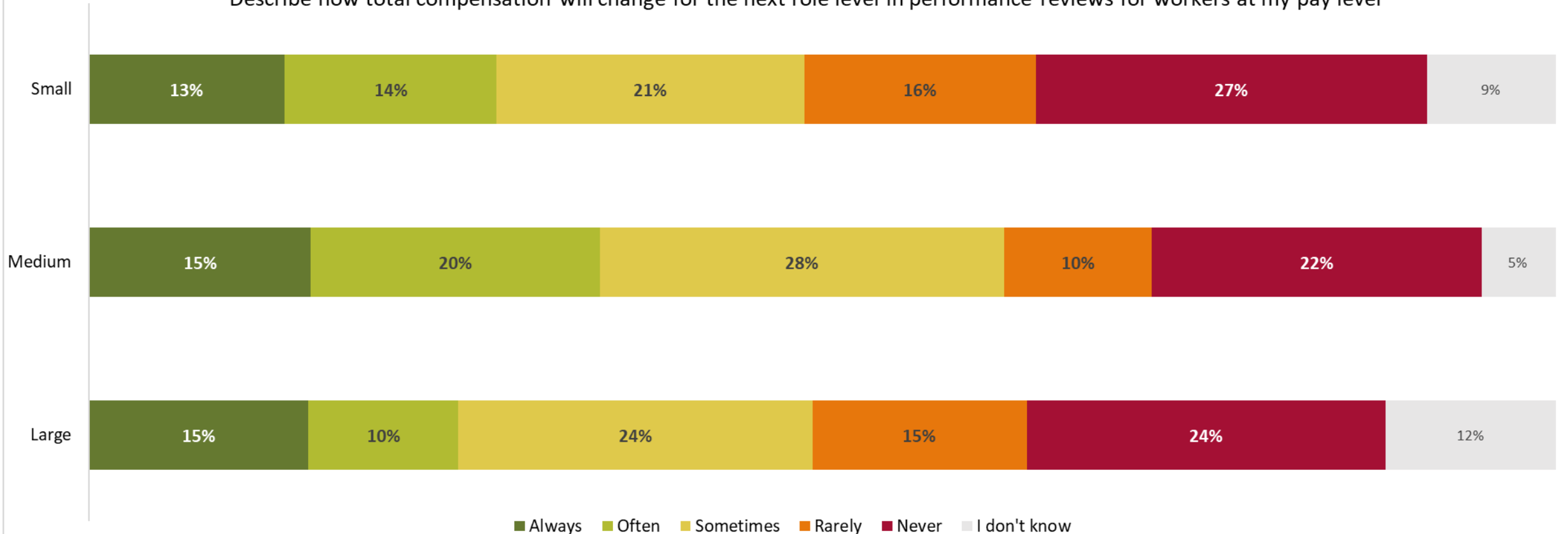
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe how total compensation will change for the next role level in performance reviews for workers at my pay level



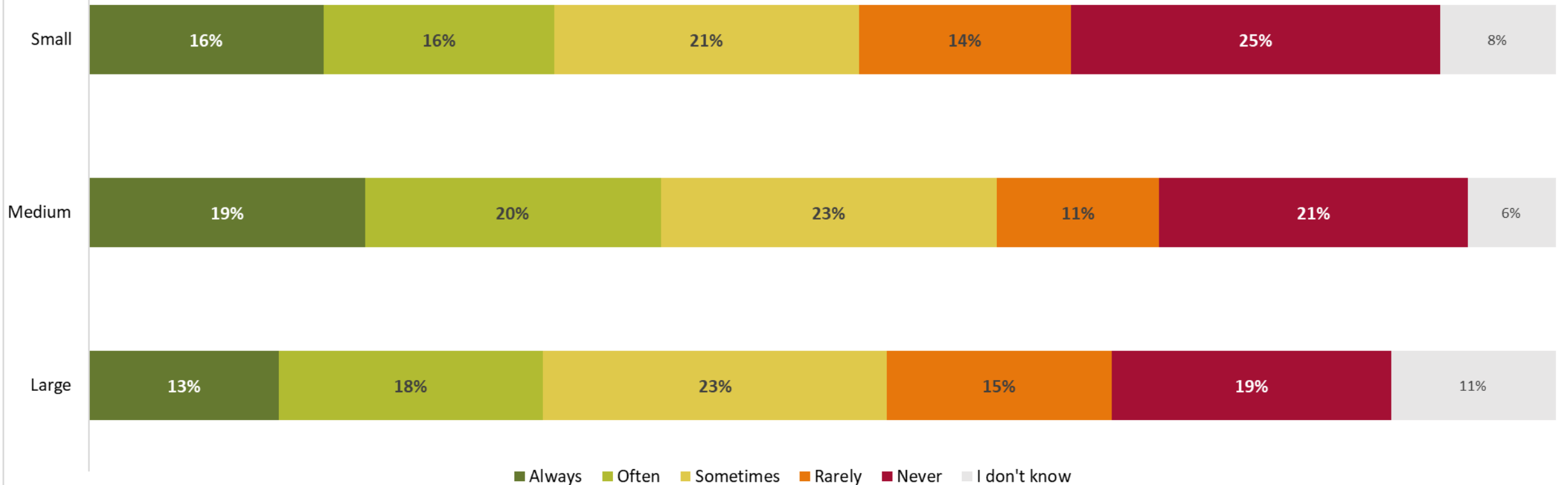
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level



Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level



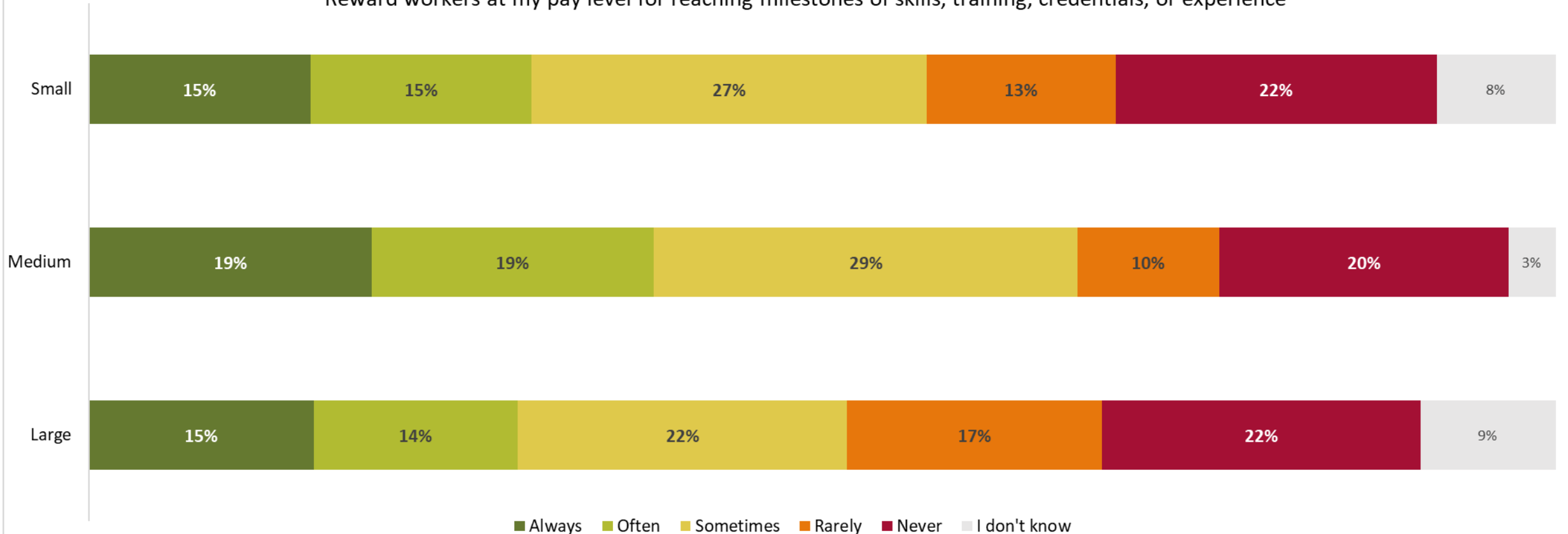
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Reward workers at my pay level for reaching milestones of skills, training, credentials, or experience



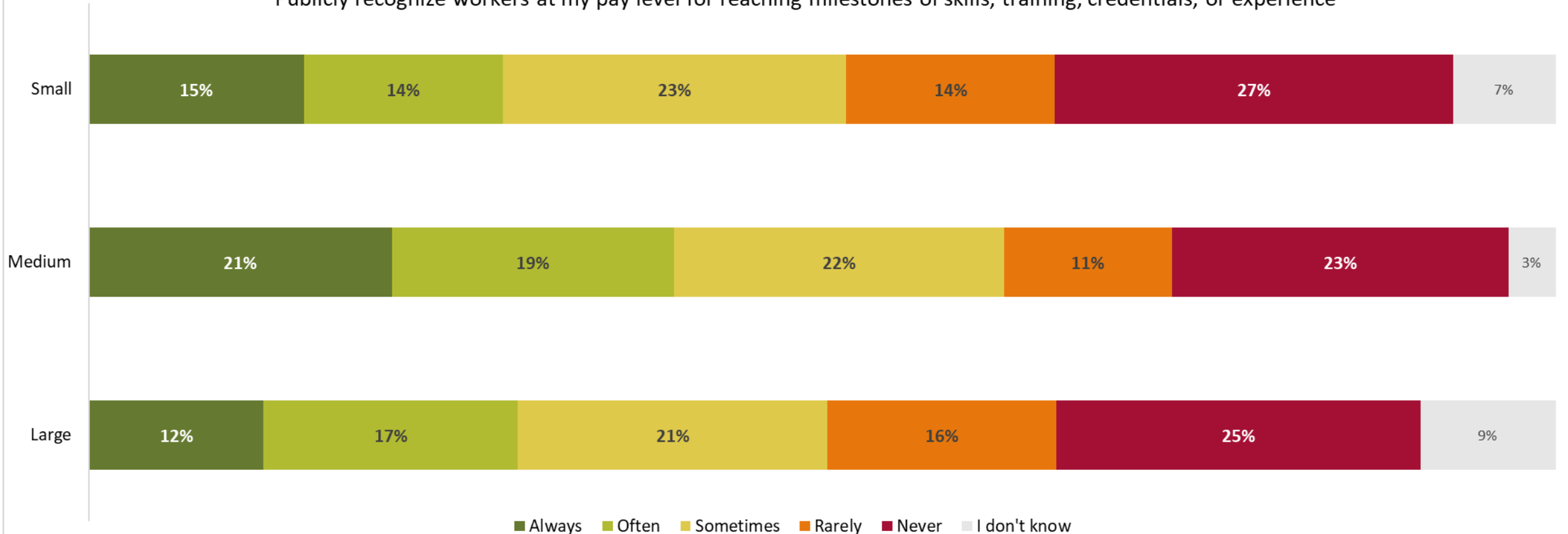
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience



Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Communicate examples of success stories of workers at my pay level to current workers at my pay level



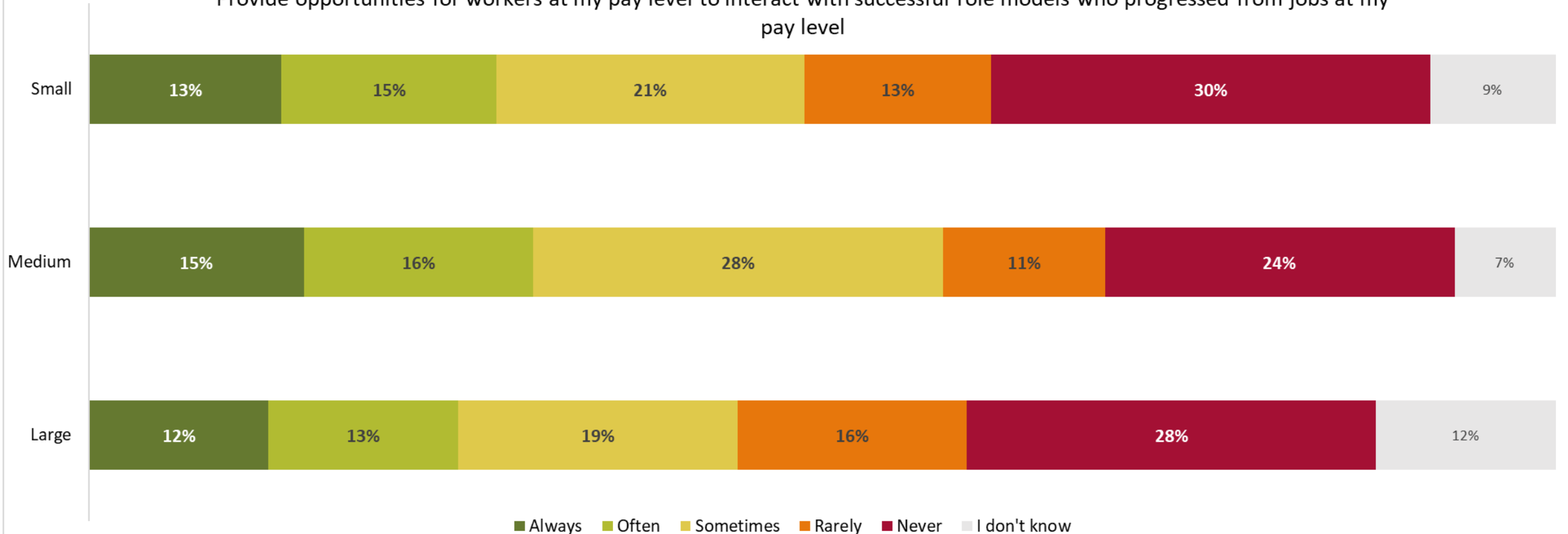
Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D21: Does your primary company:

Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level

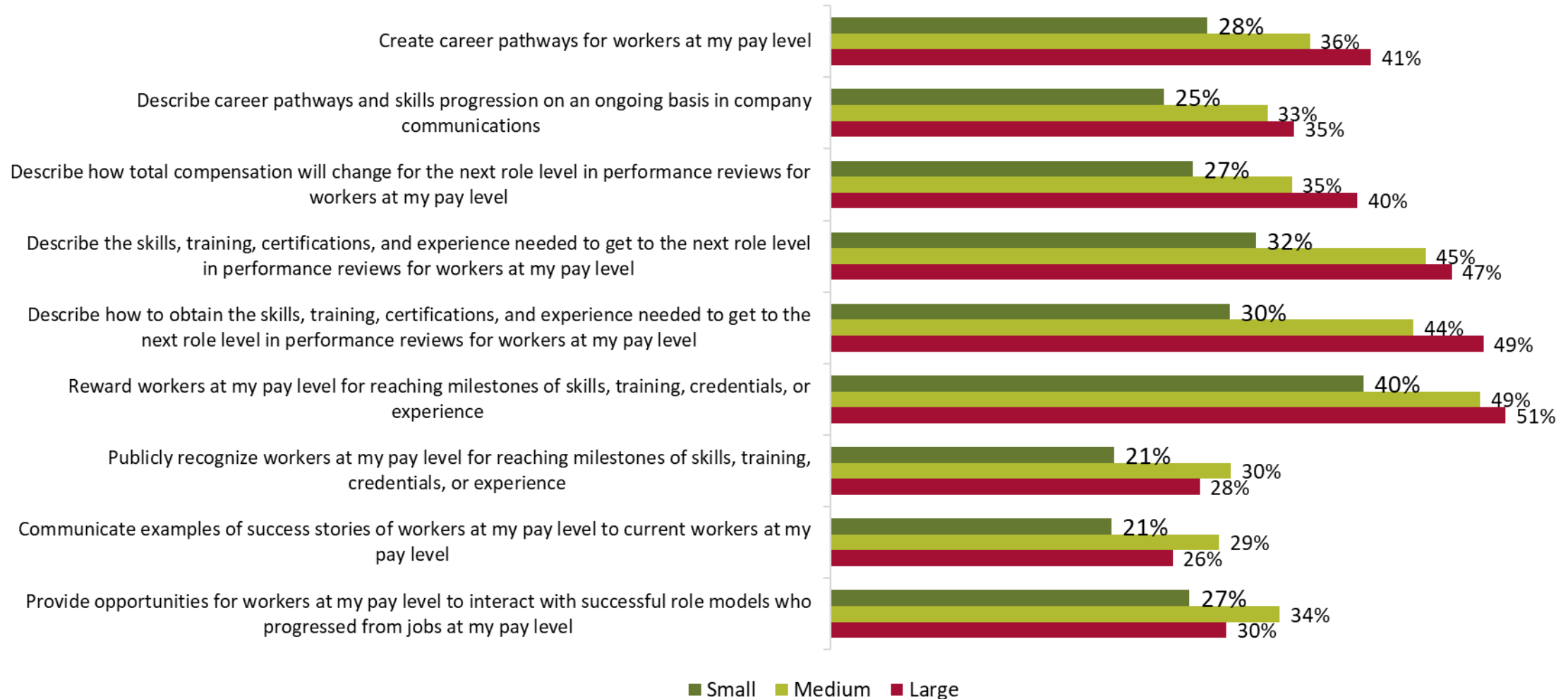


Section D

Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

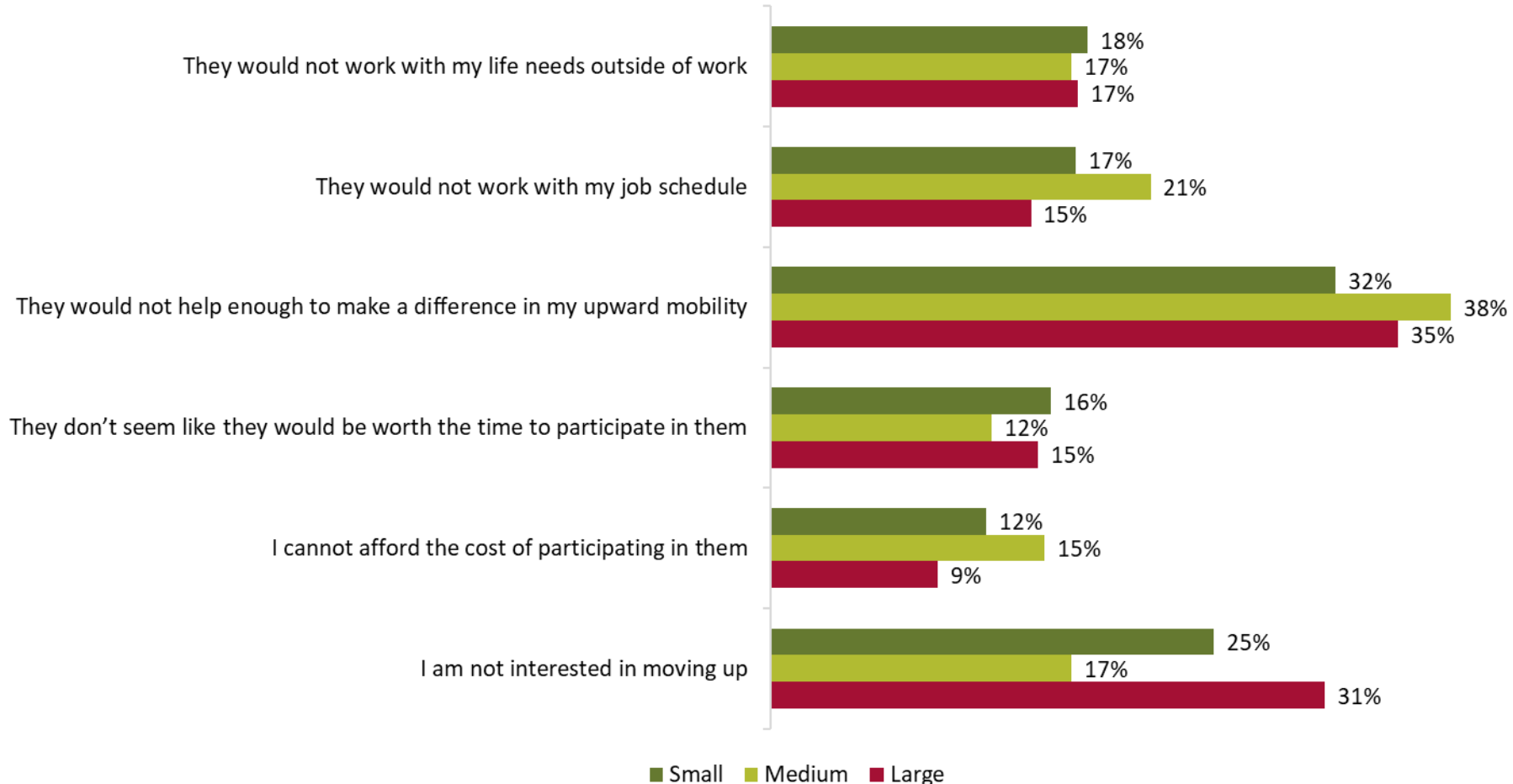
D22: Which of the below company practices would be helpful to your upward mobility?



Section D
Pathways for advancement

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

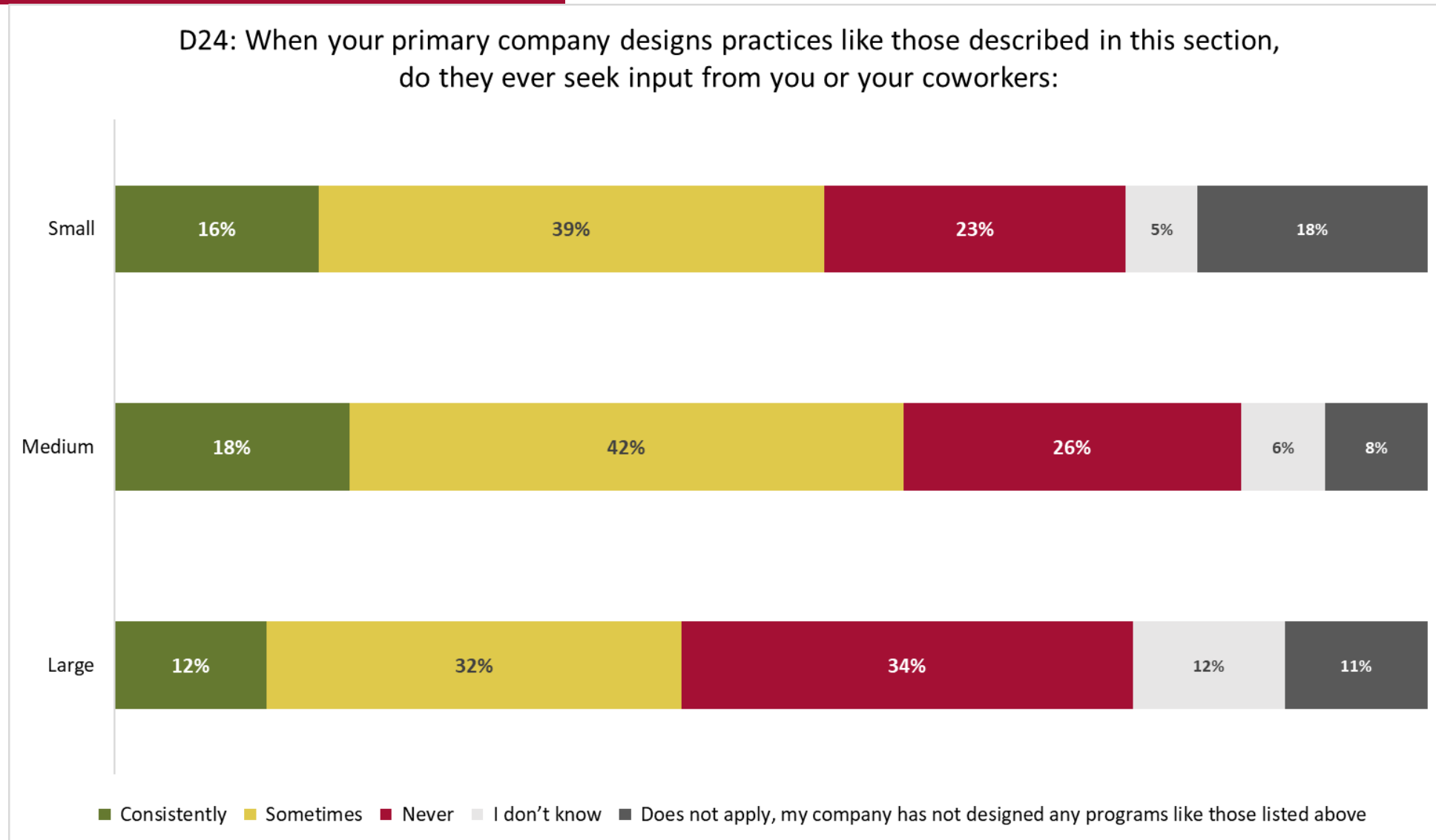
D23. For the practices in this section that you do not think would be helpful to your upward mobility, why do you not think they would be helpful?



Section D

Pathways for advancement

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



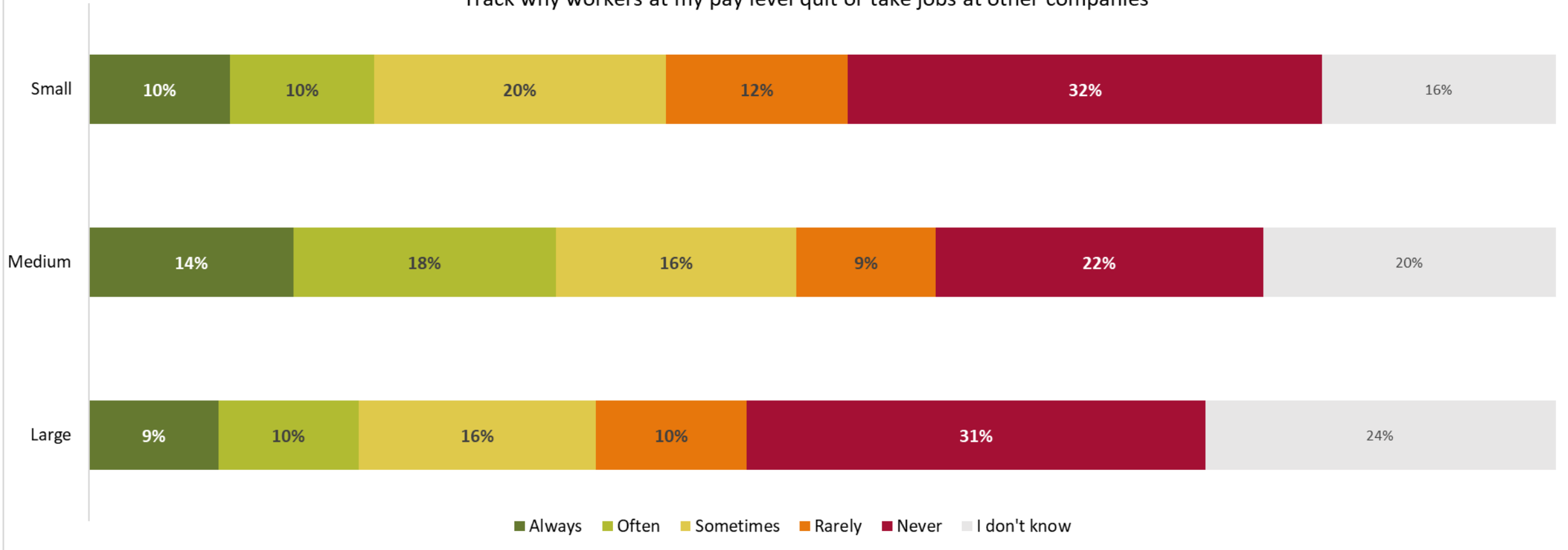
Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

Track why workers at my pay level quit or take jobs at other companies



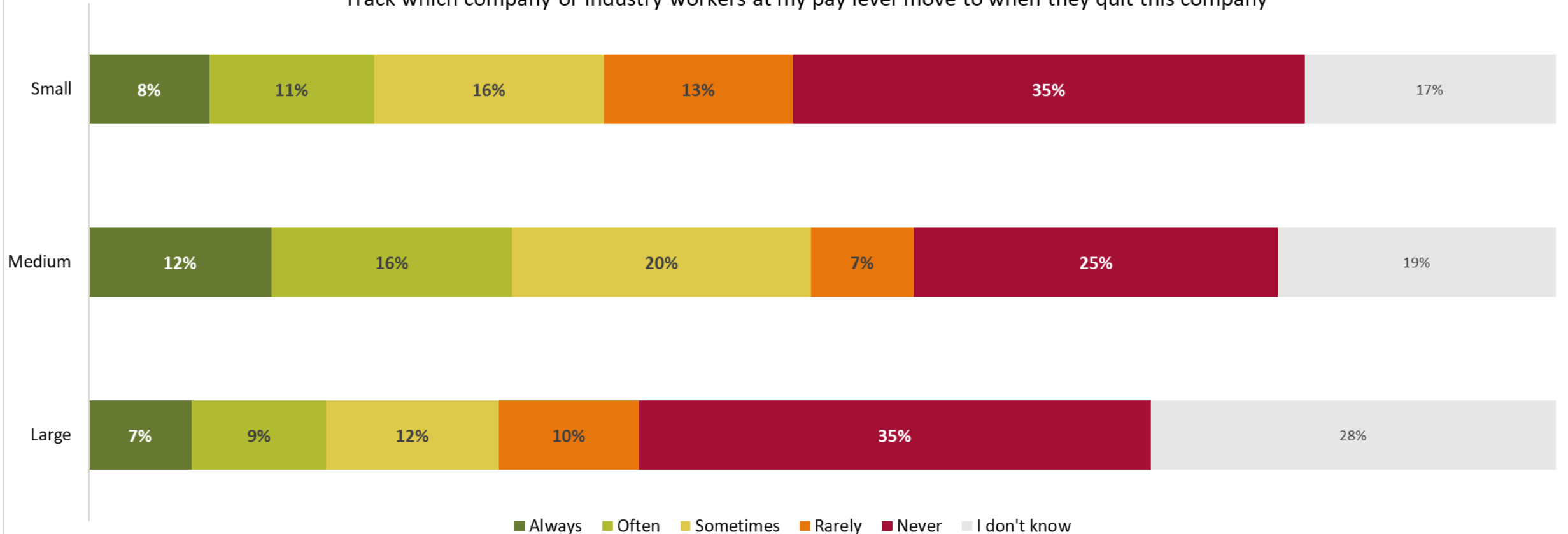
Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

Track which company or industry workers at my pay level move to when they quit this company



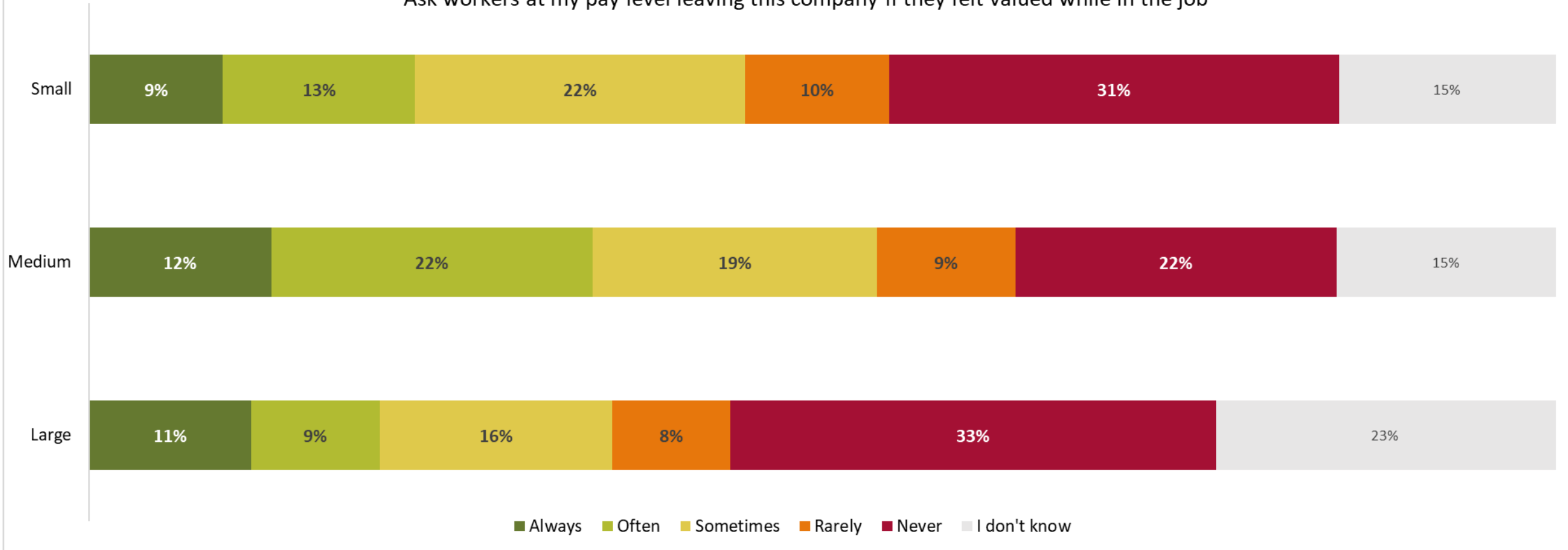
Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

Ask workers at my pay level leaving this company if they felt valued while in the job



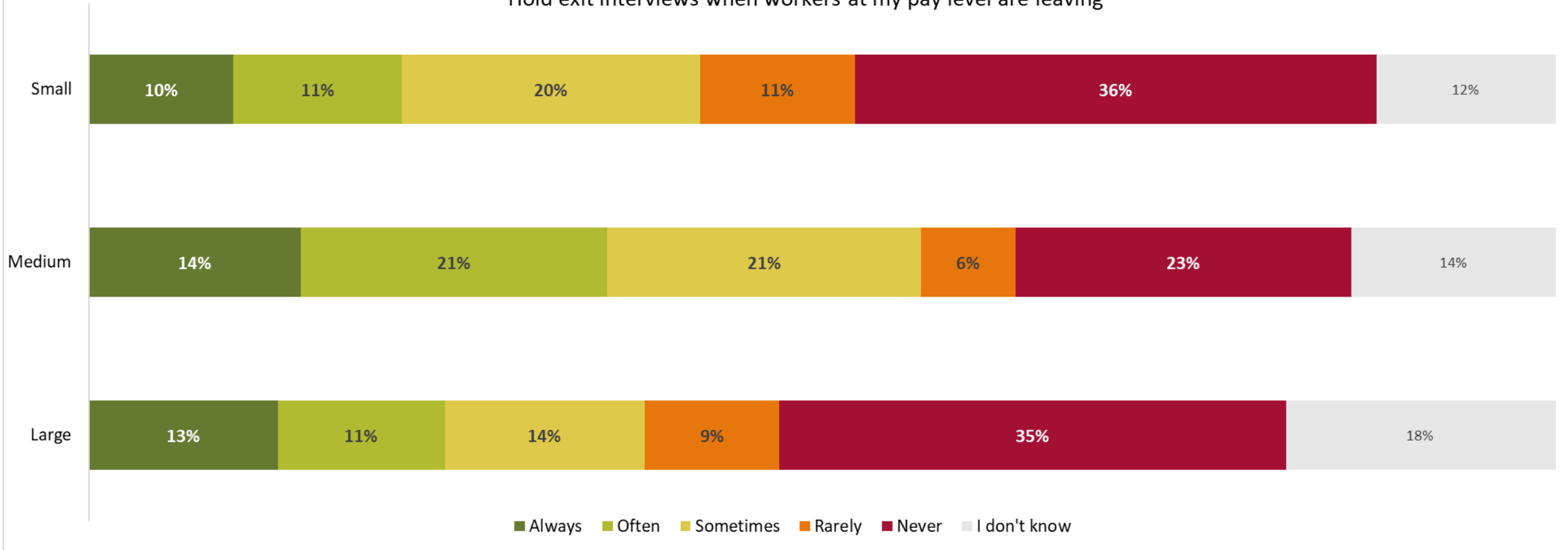
Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

D25V2: Does your primary company:

Hold exit interviews when workers at my pay level are leaving

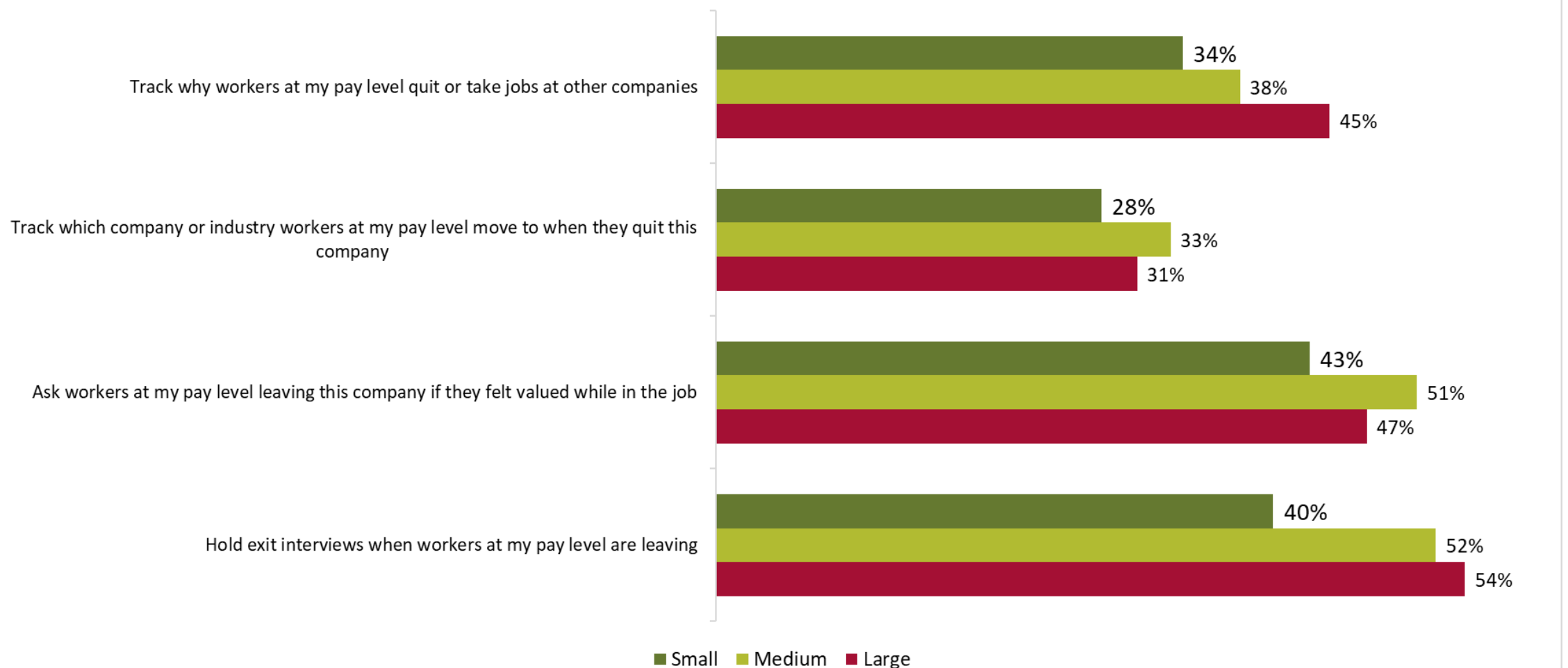


Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

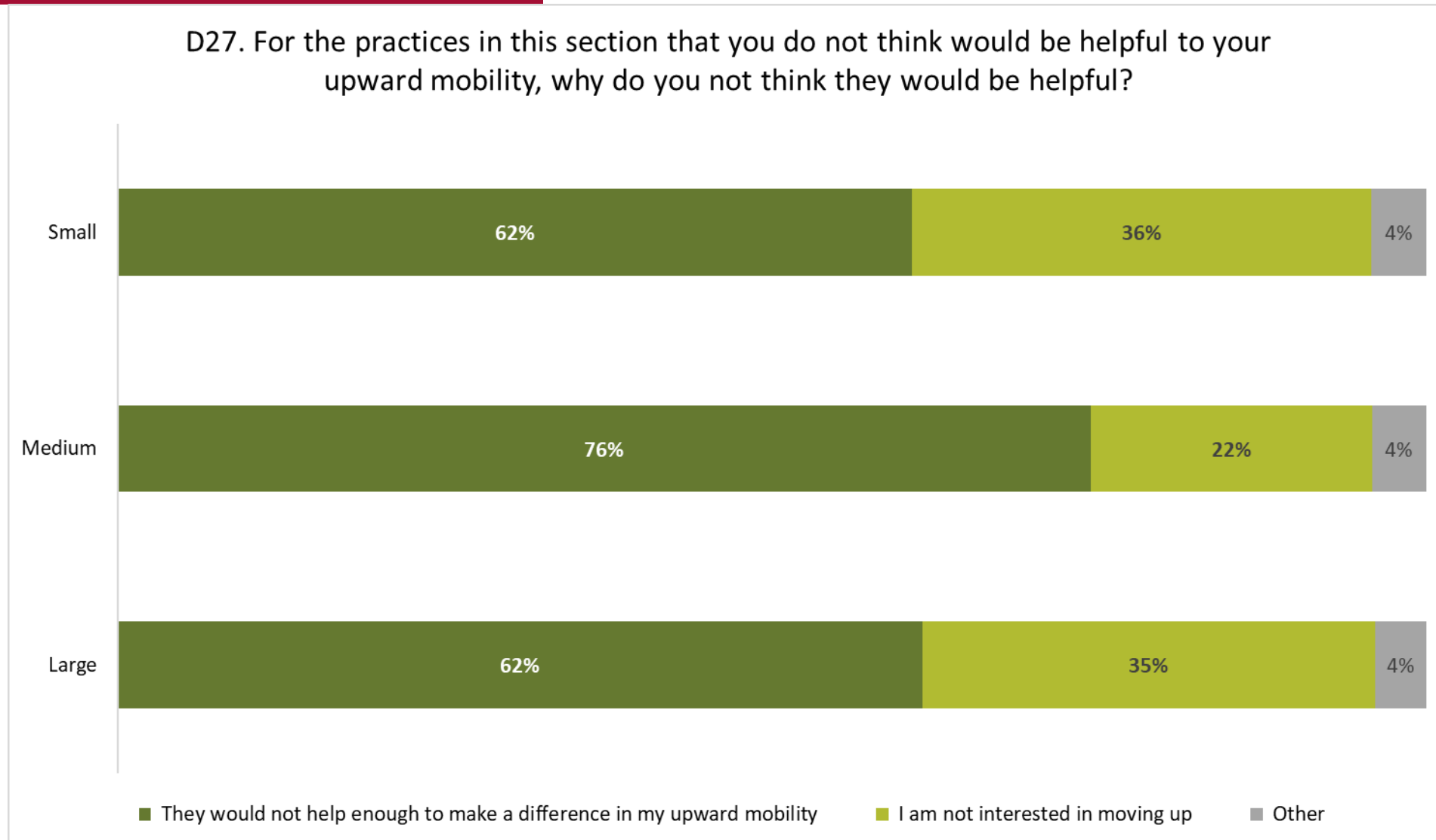
D26: Which of the below company practices would be helpful to your upward mobility?



Section D

Offboarding and post-exit

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section E

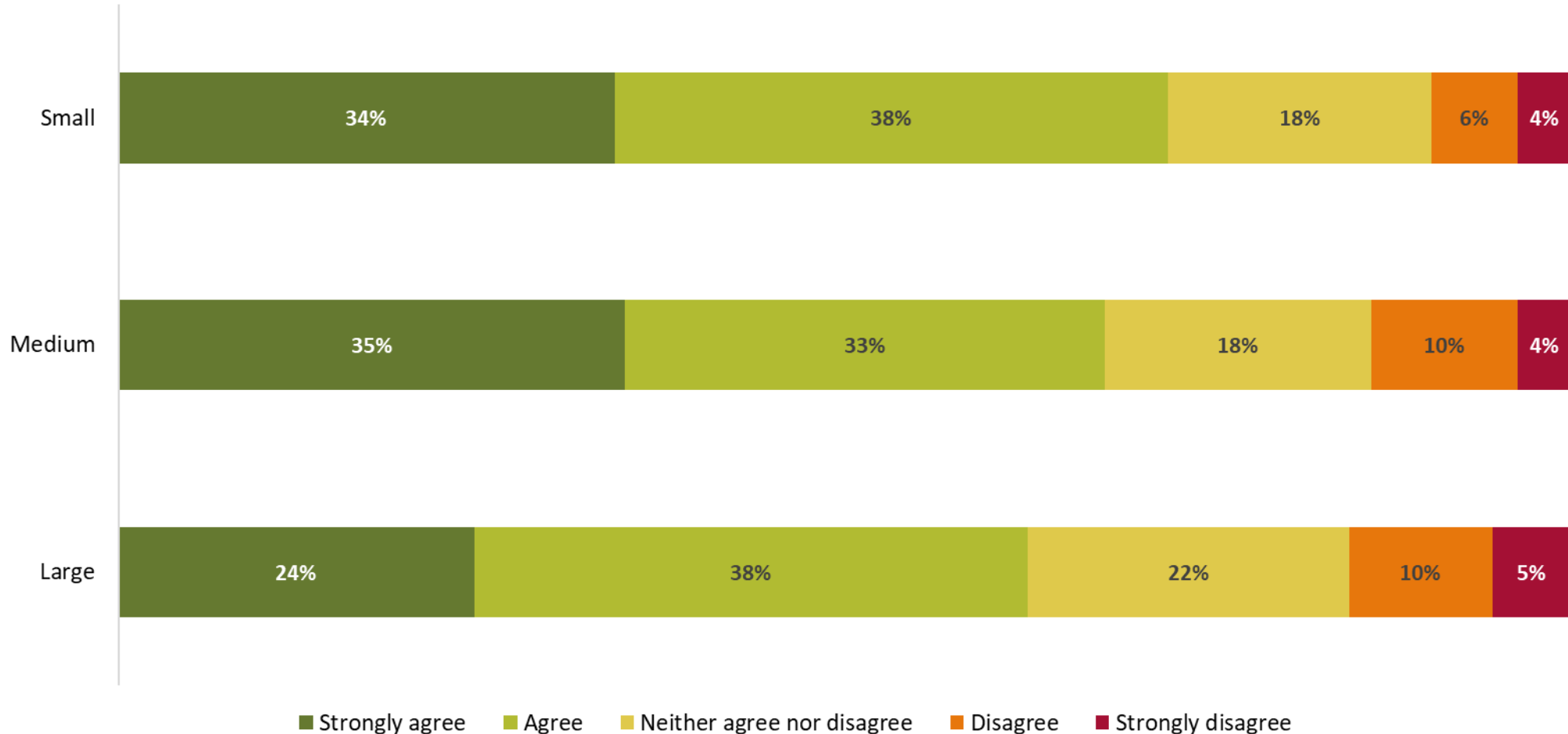
Your thoughts about your primary company

Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I feel like I belong at my company

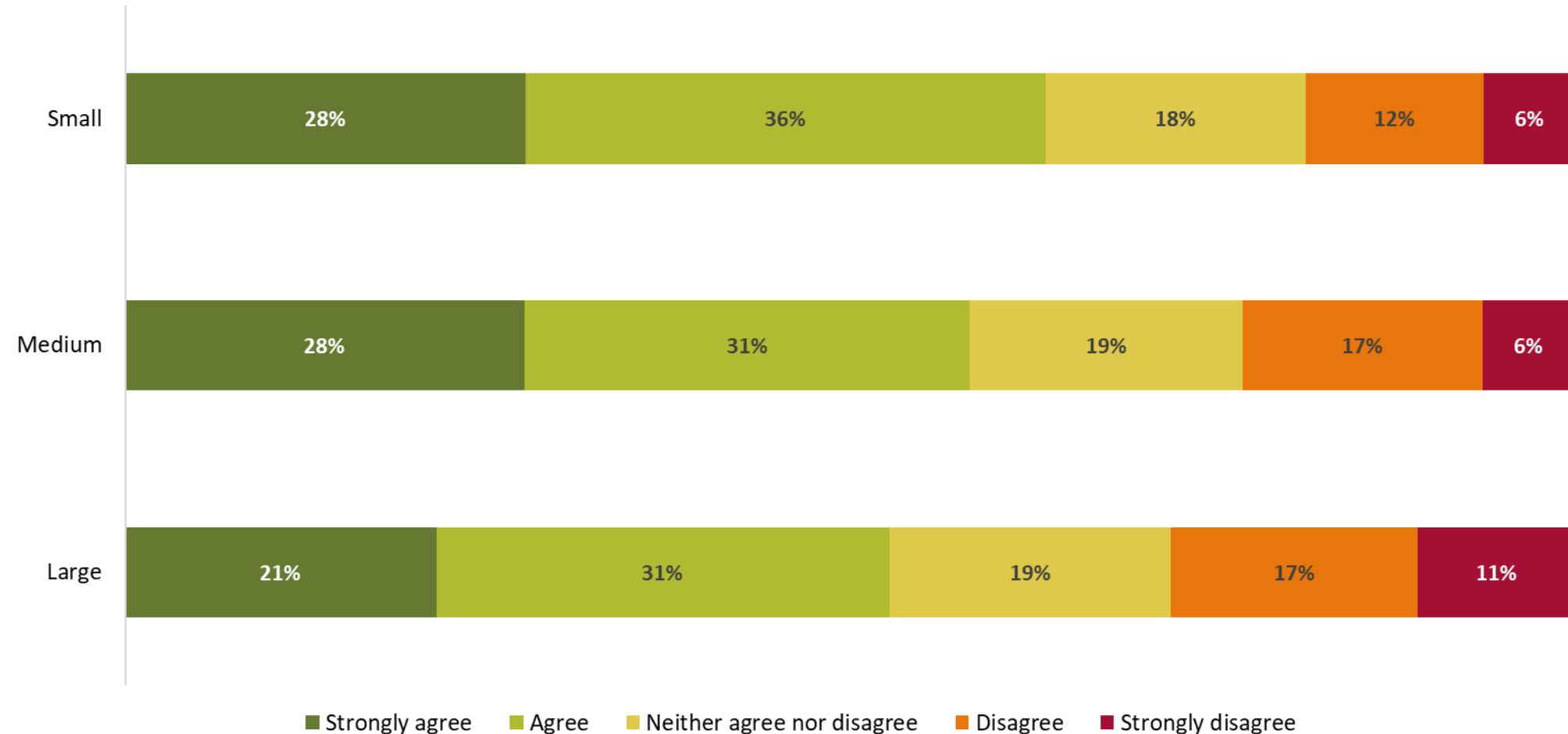


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I feel valued by my company

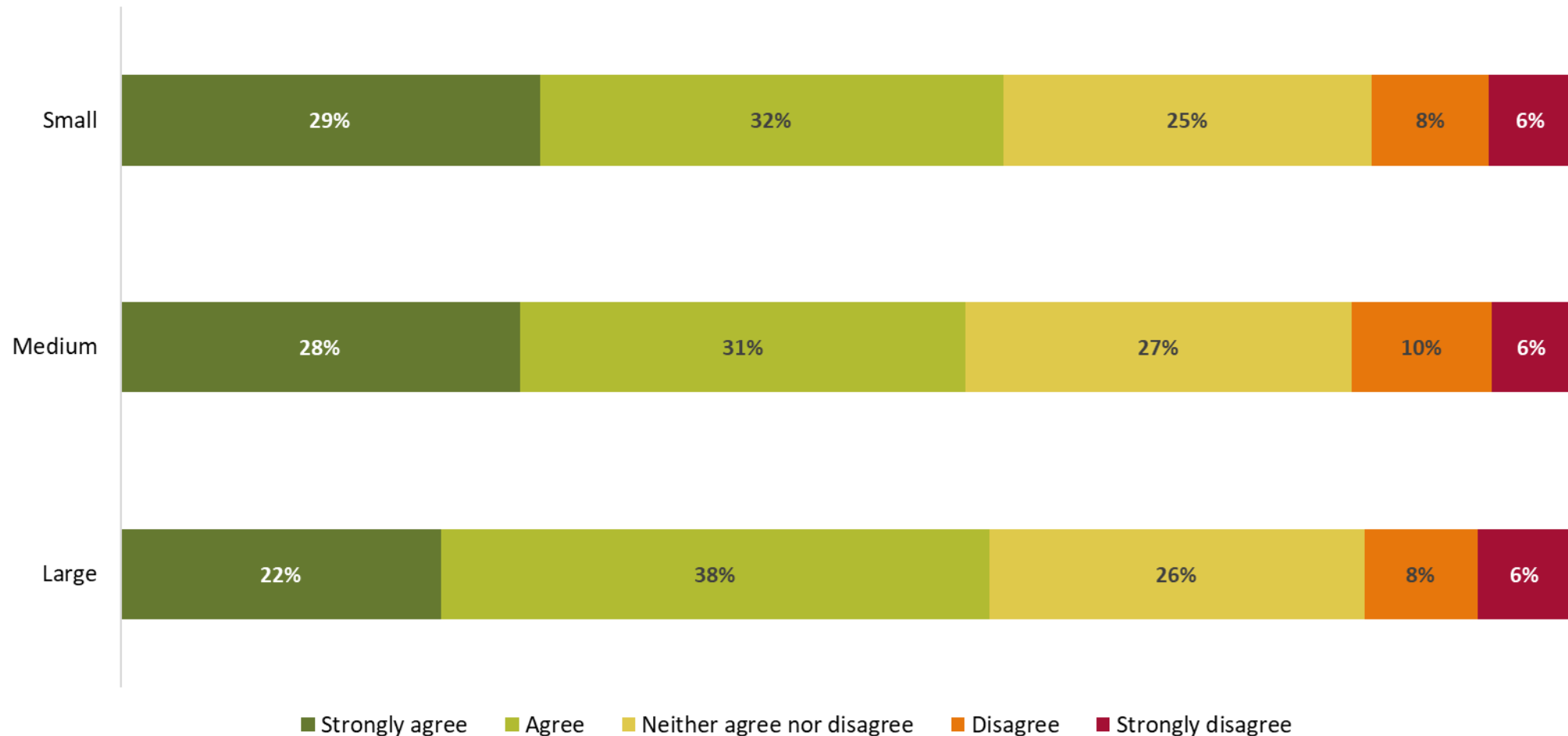


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company is a great place to work

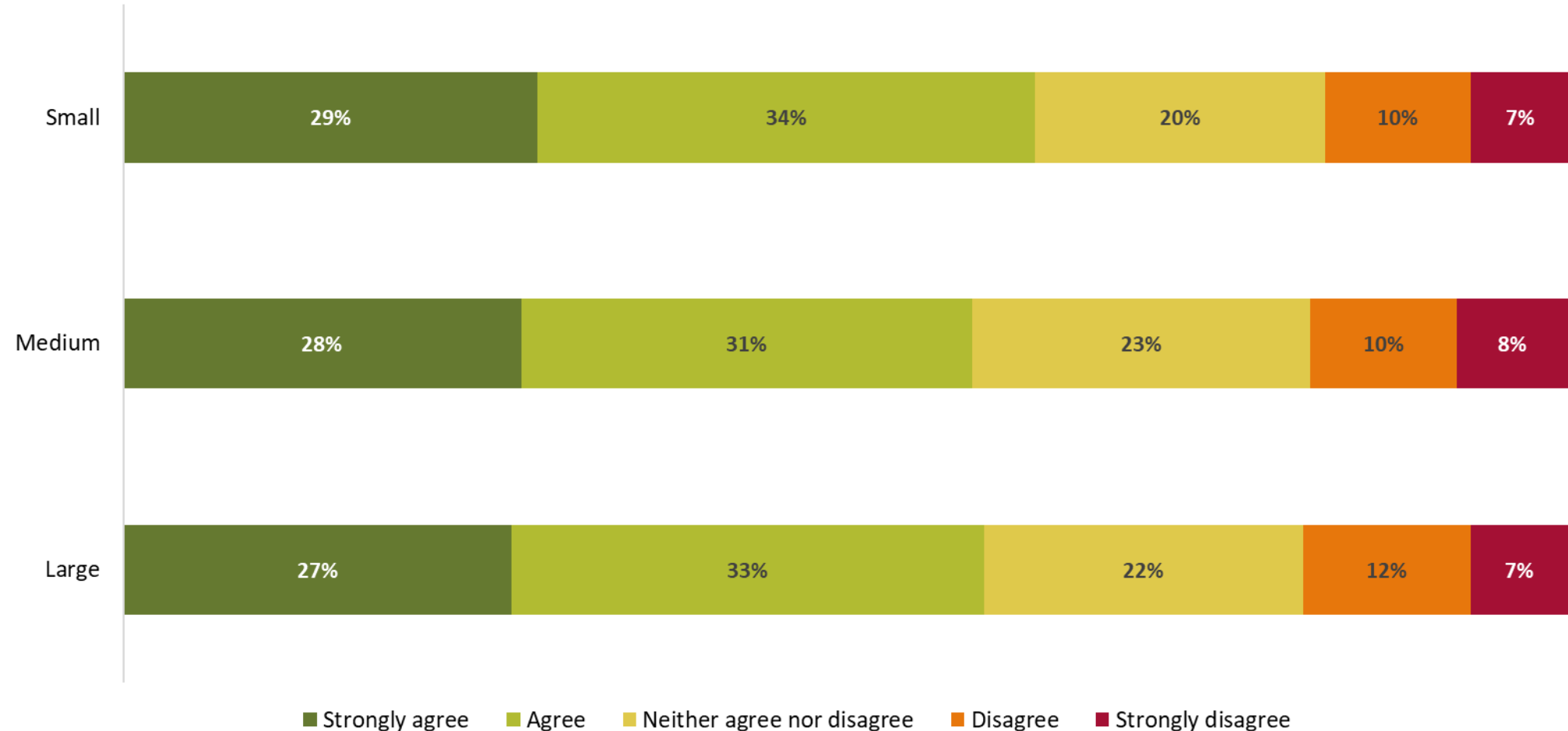


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company believes workers at my pay level are crucial to the company's success

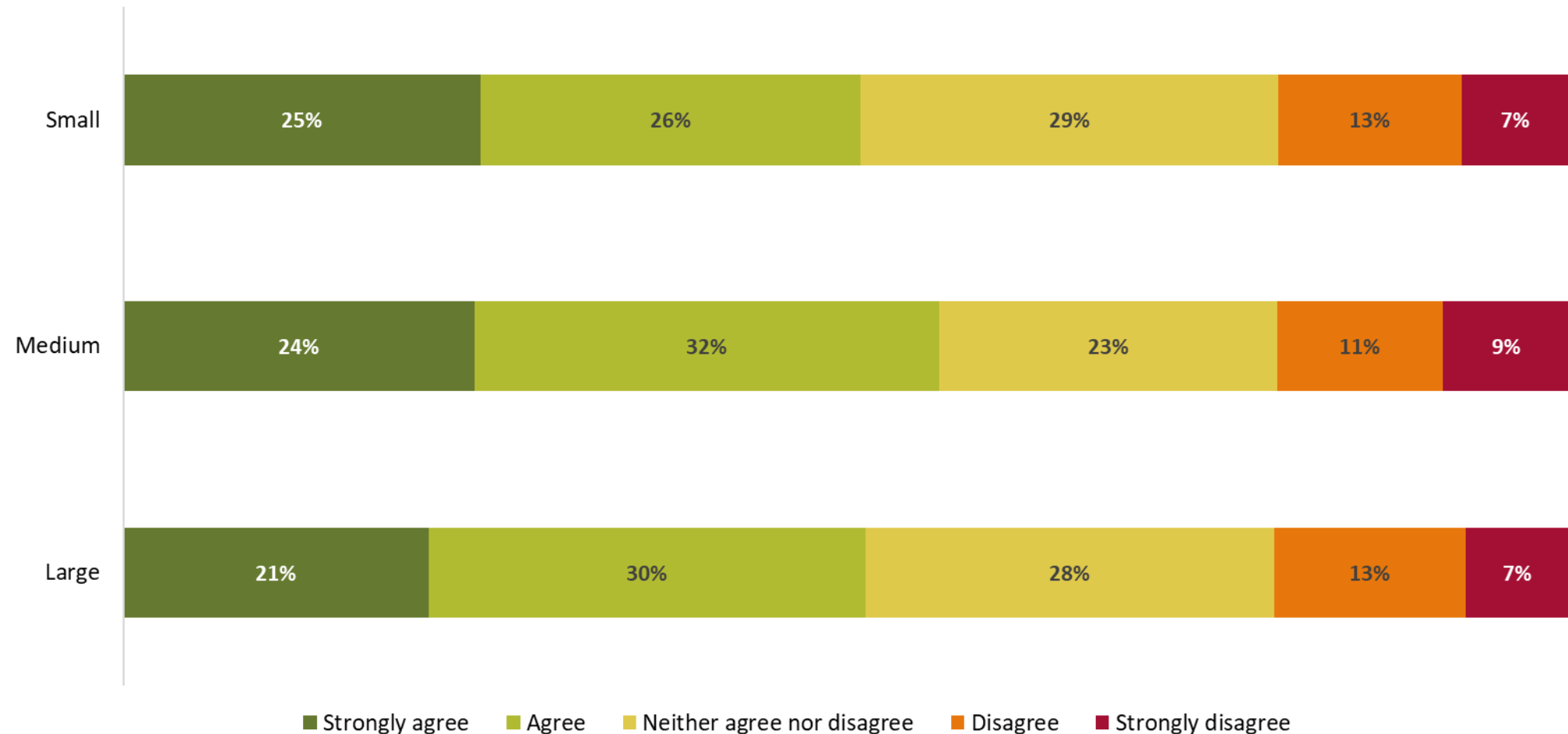


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company has a culture that prioritizes 'hiring from within' over 'hiring from outside'

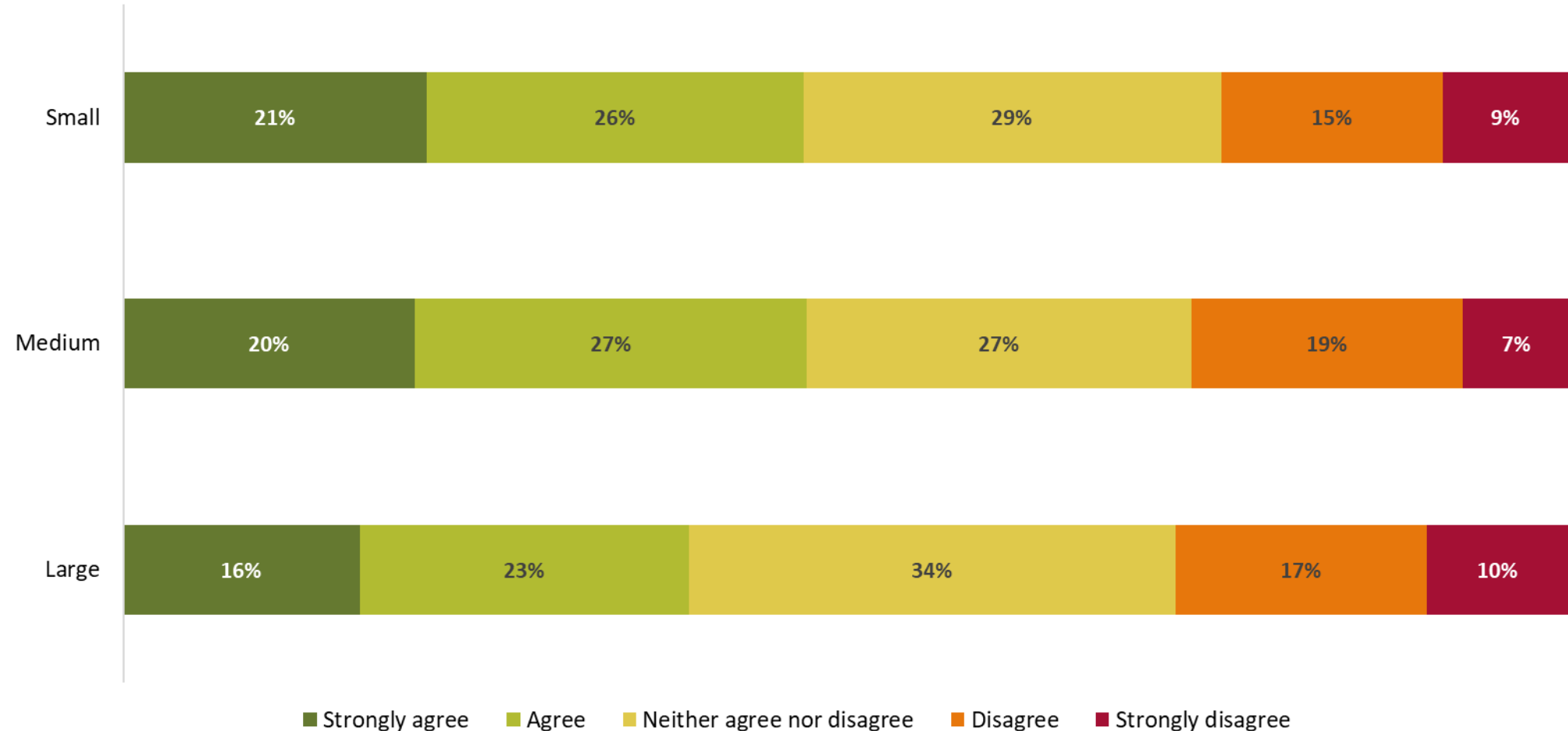


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E1: Please indicate how strongly you agree or disagree with the following statements for your primary company:

My company's culture inspires me to try to move up

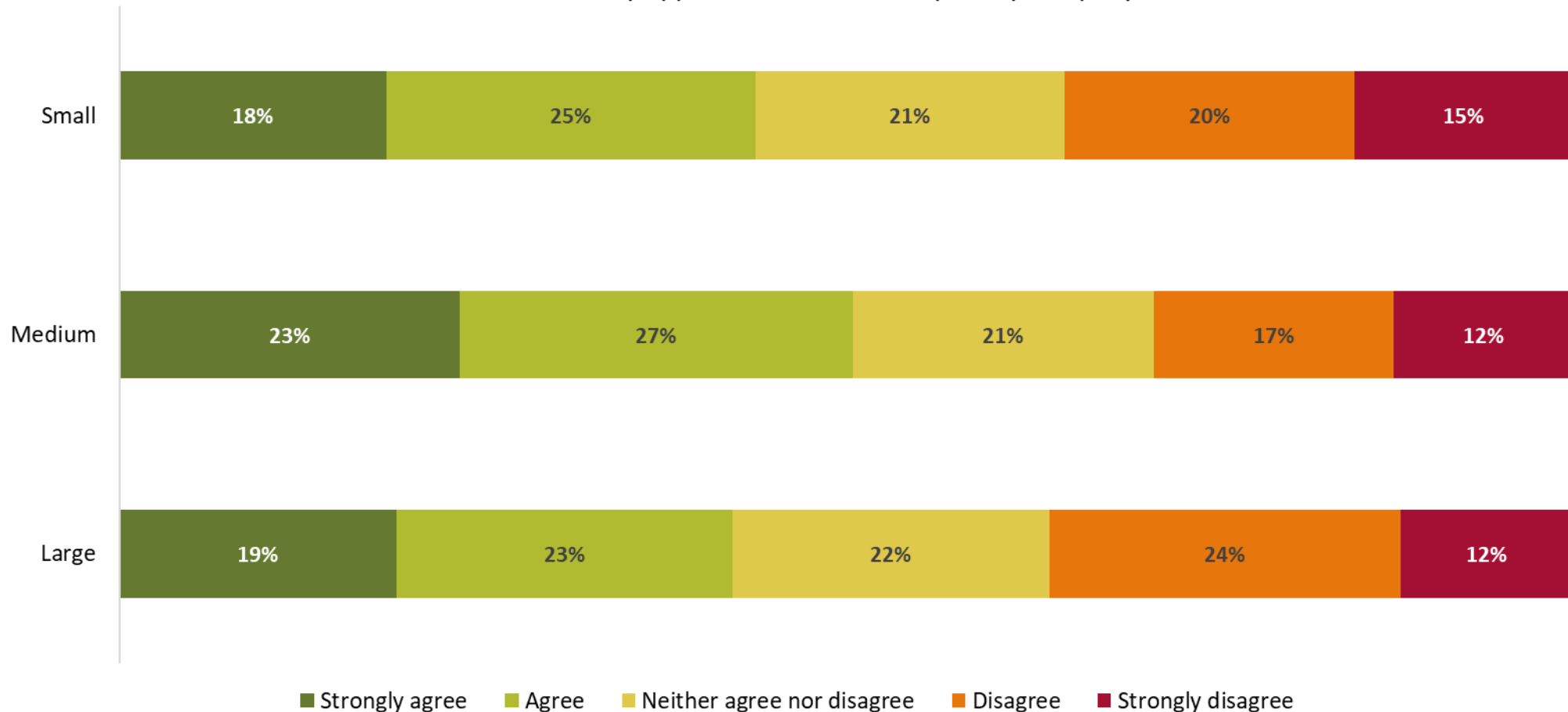


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I have many opportunities to move up in my company

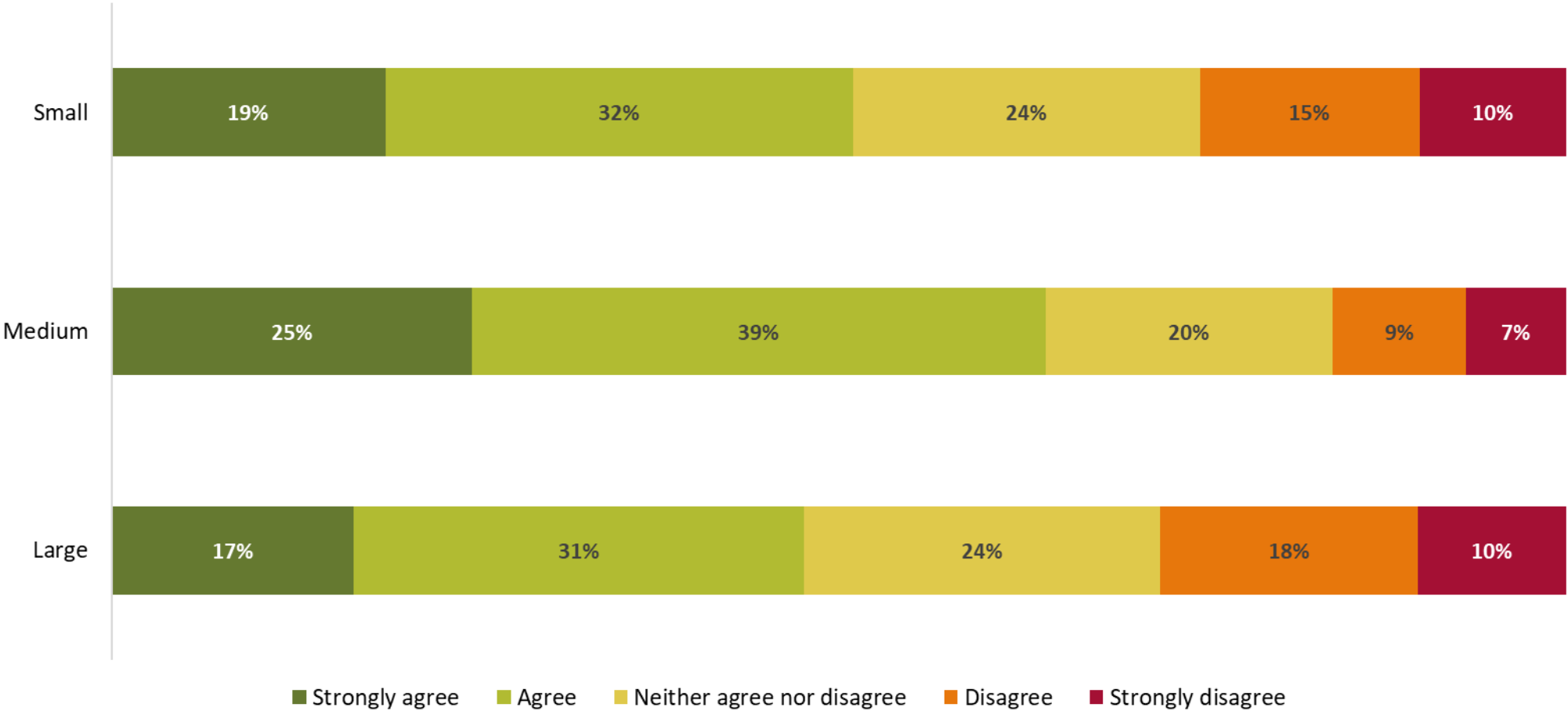


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I see the benefits of moving up in my company

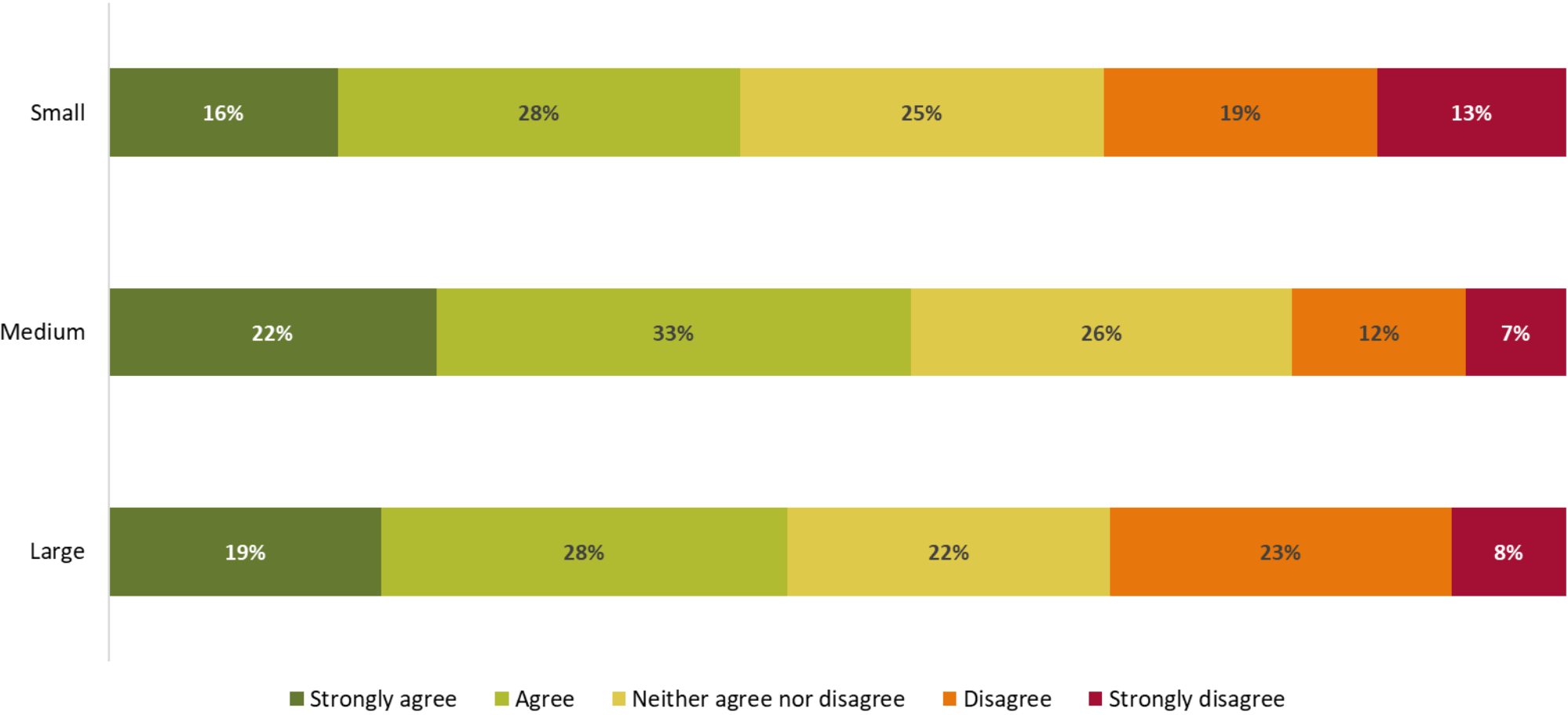


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I know of other workers who have moved up on a path I would like to follow

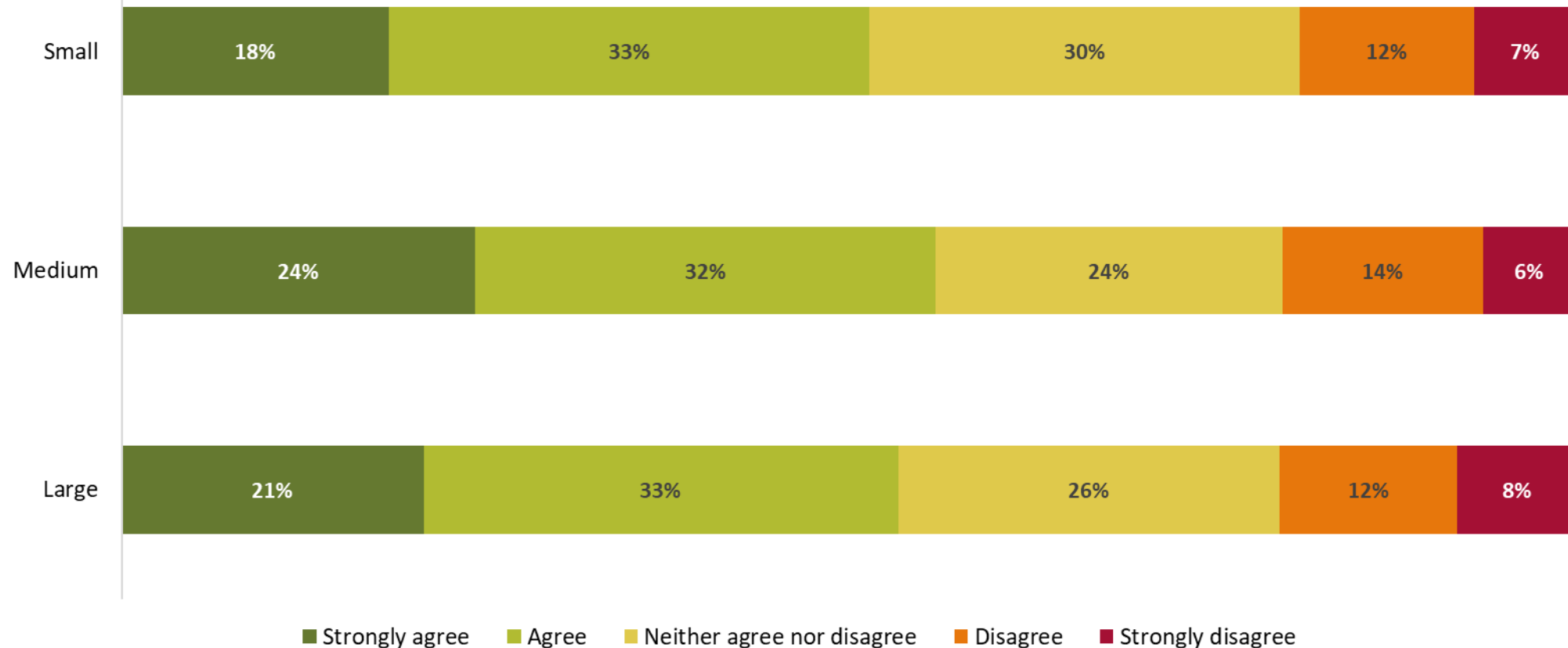


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

I am confident that I know what I need to do to move up from my current role to one with higher pay and responsibility at my company

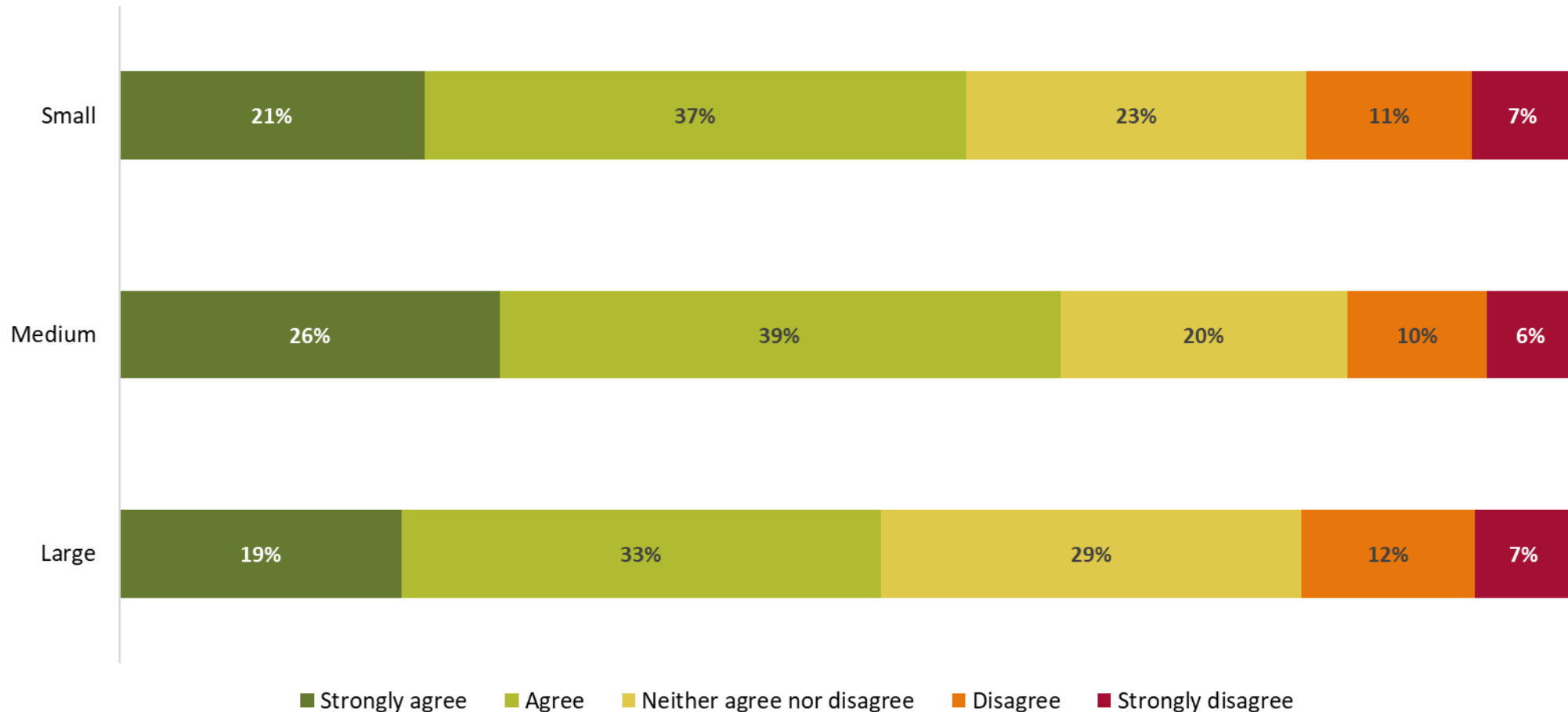


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop soft skills that I need to move up

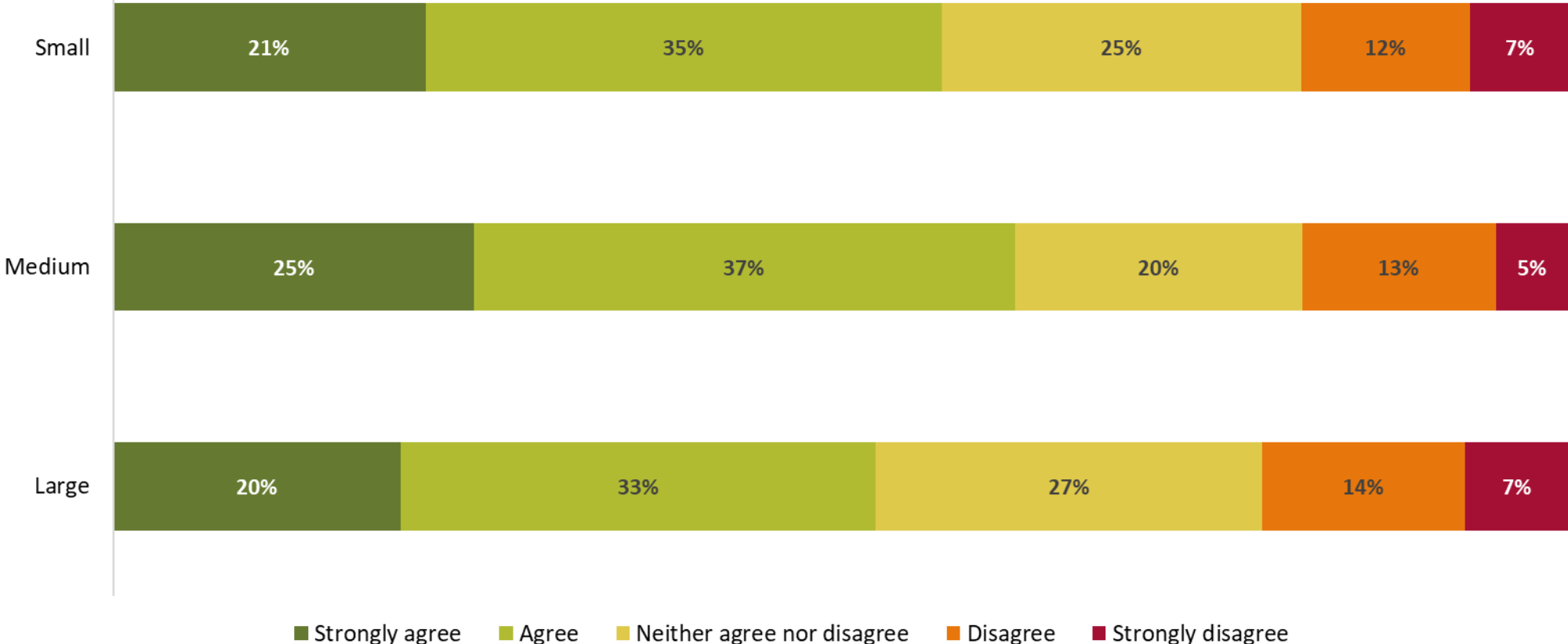


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop technical skills (e.g., knowledge of important equipment, systems, or tools) that I need to move up

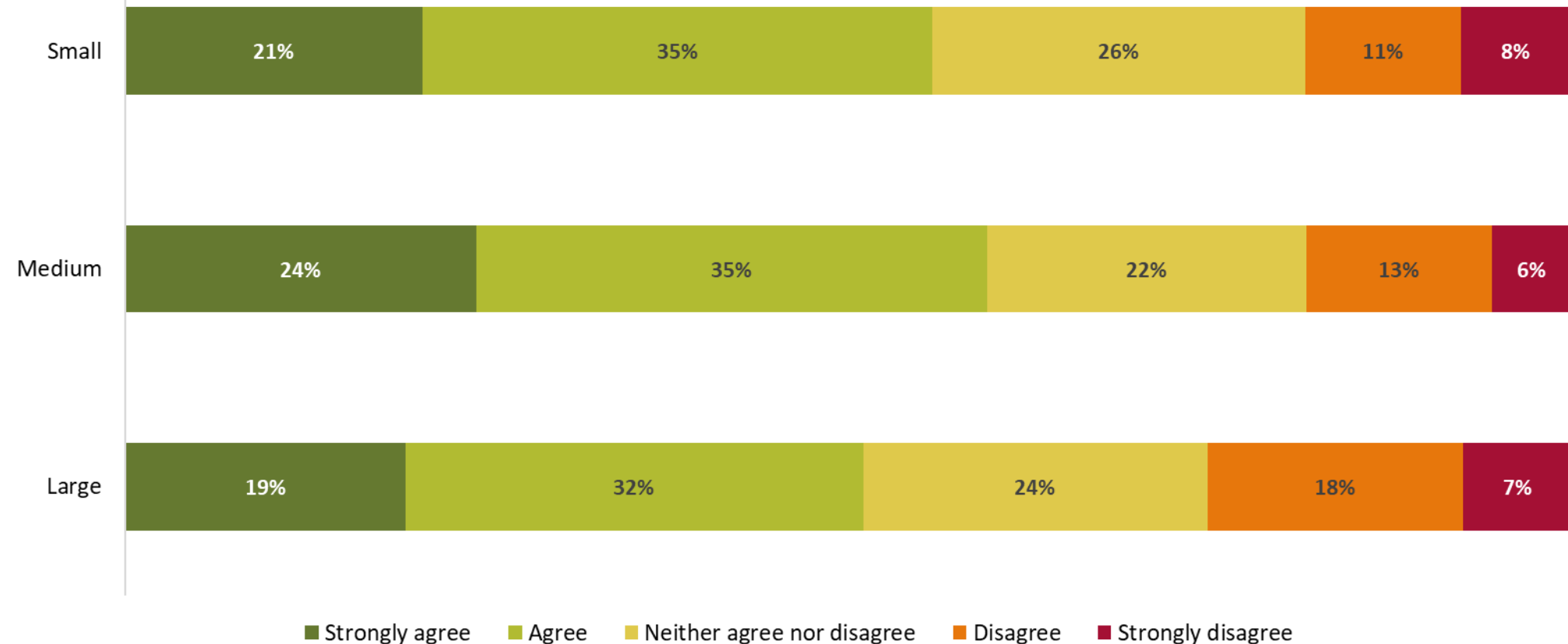


Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

Through my normal job responsibilities, I have the opportunity to develop leadership skills (e.g., managing others) that I need to move up

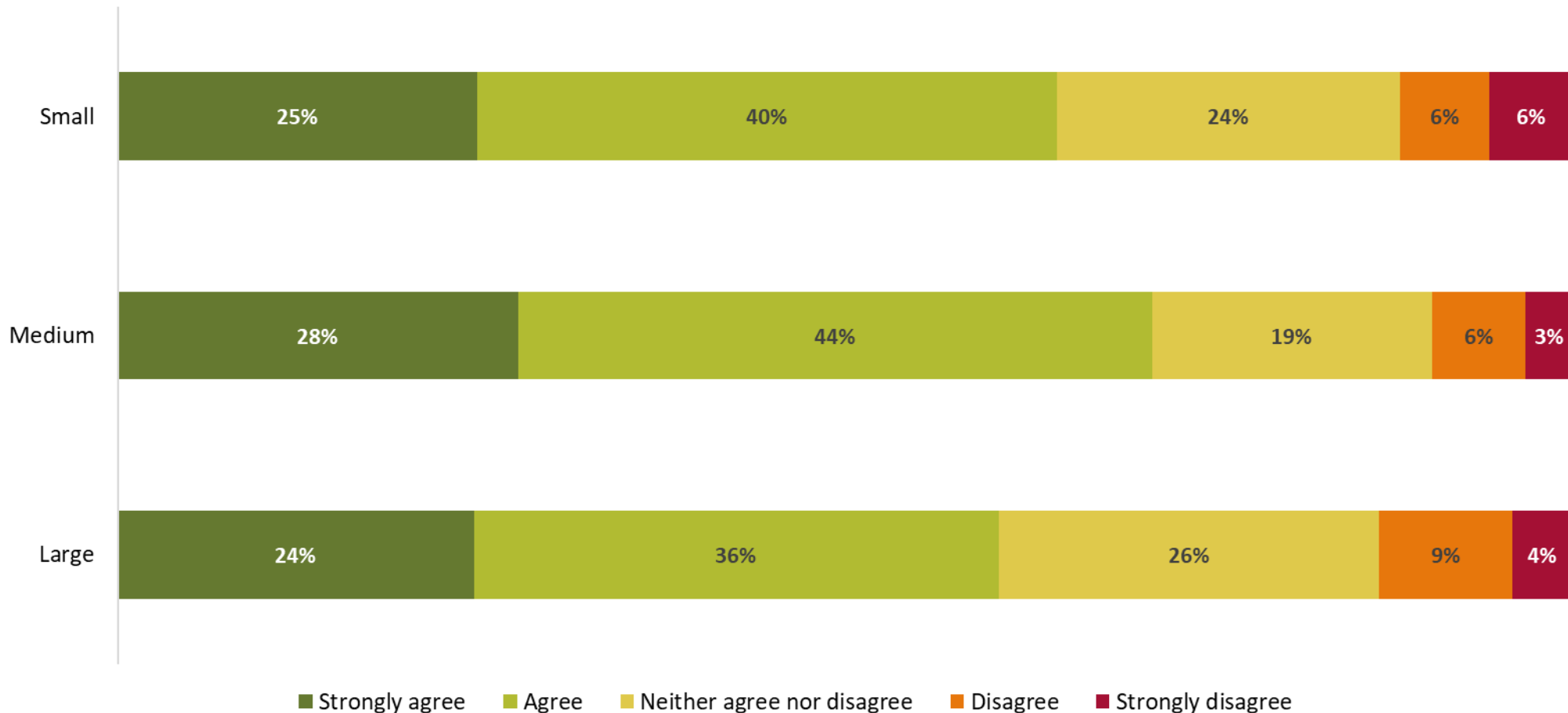


Section E

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

E2: Please indicate how strongly you agree or disagree with the following statements for your primary company:

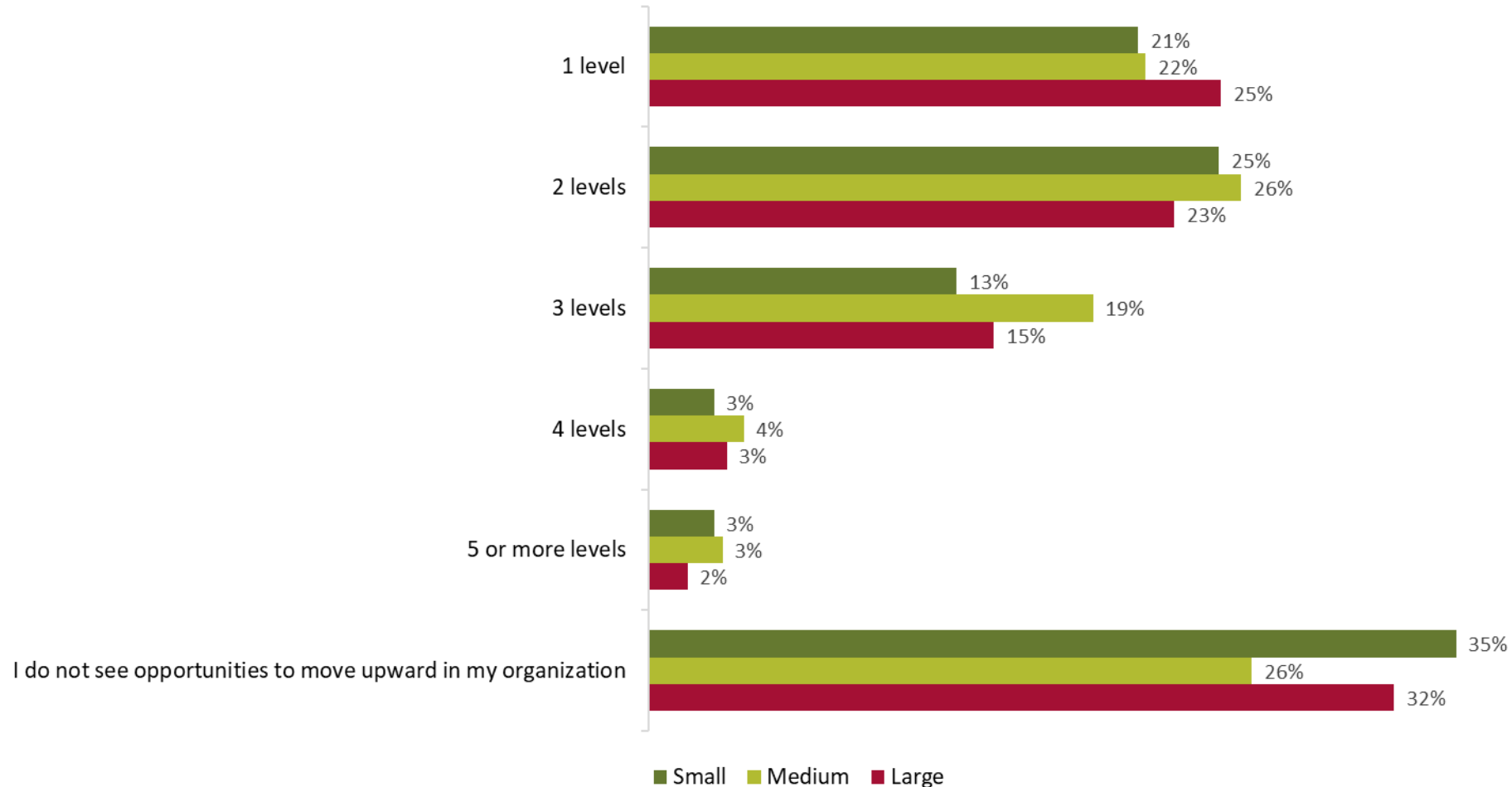
I can explain how what I’ve learned and done in this job is related to future jobs I would be interested in



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

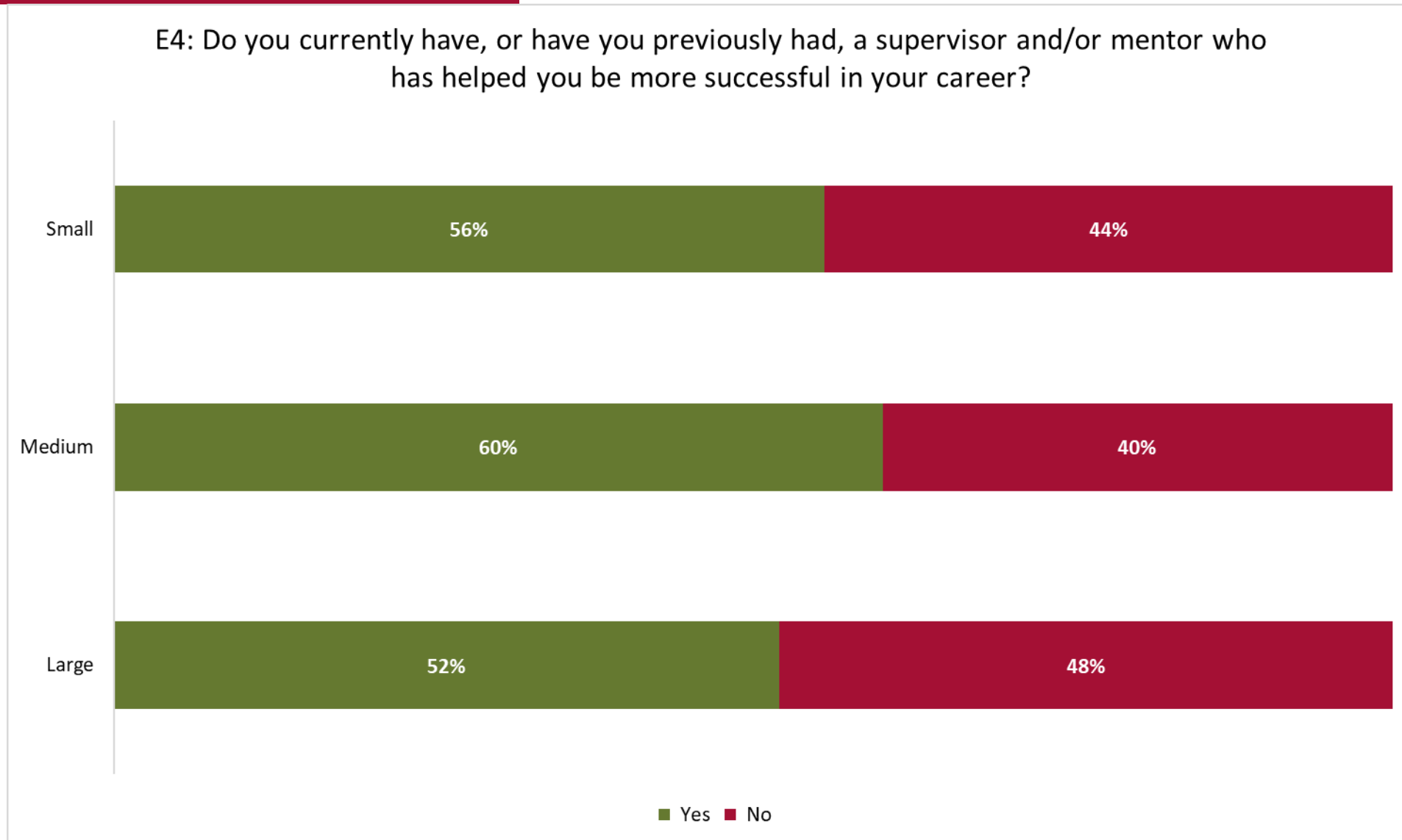
Section E

E3: In my organization, I see a path forward for me to move _____ job levels upward.



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

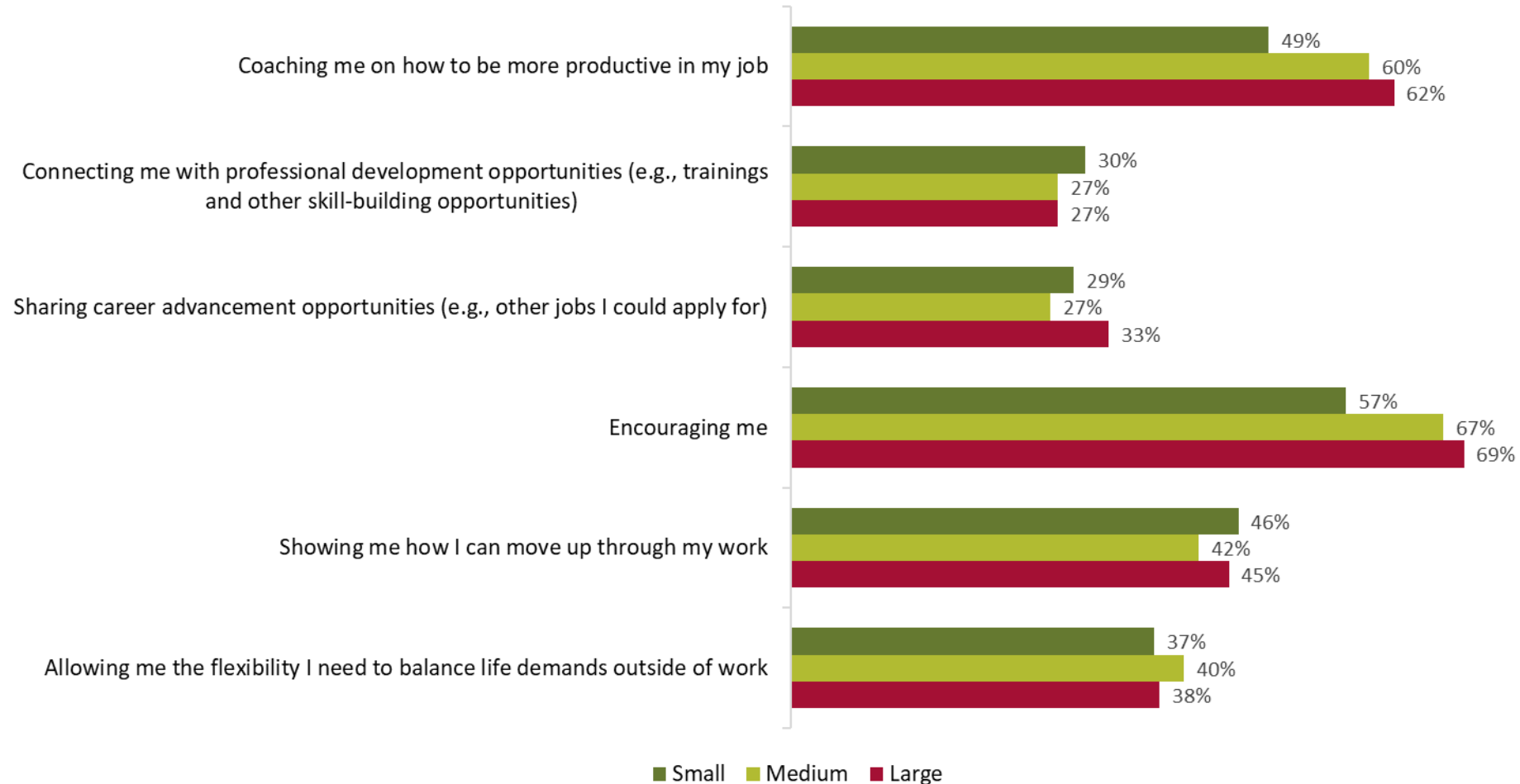
Section E



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

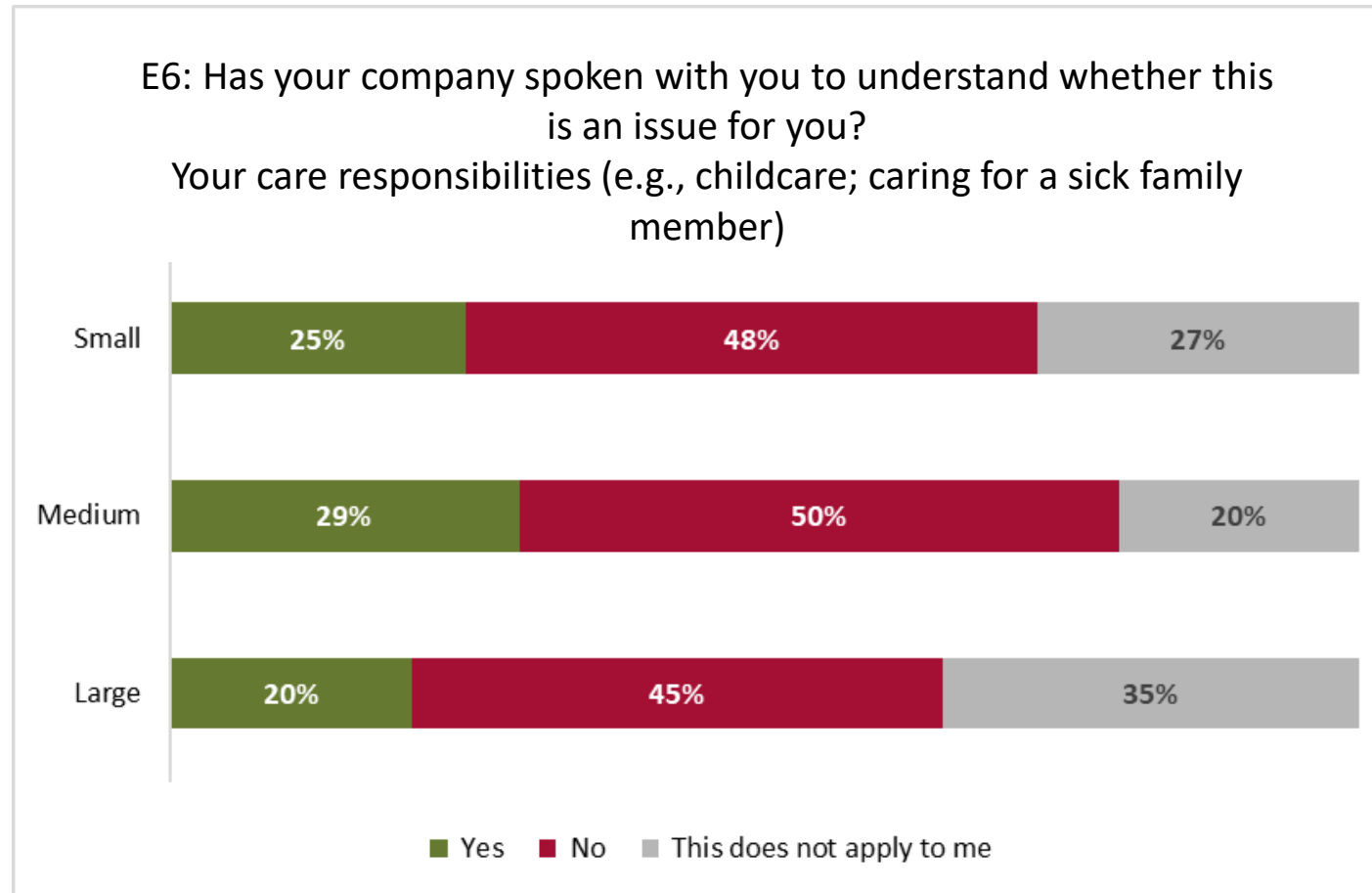
E5: My supervisor and/or mentor helped me be more successful by:



Note: Only respondents who indicated they have/had a mentor in question E4 answered this question.

Section E

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

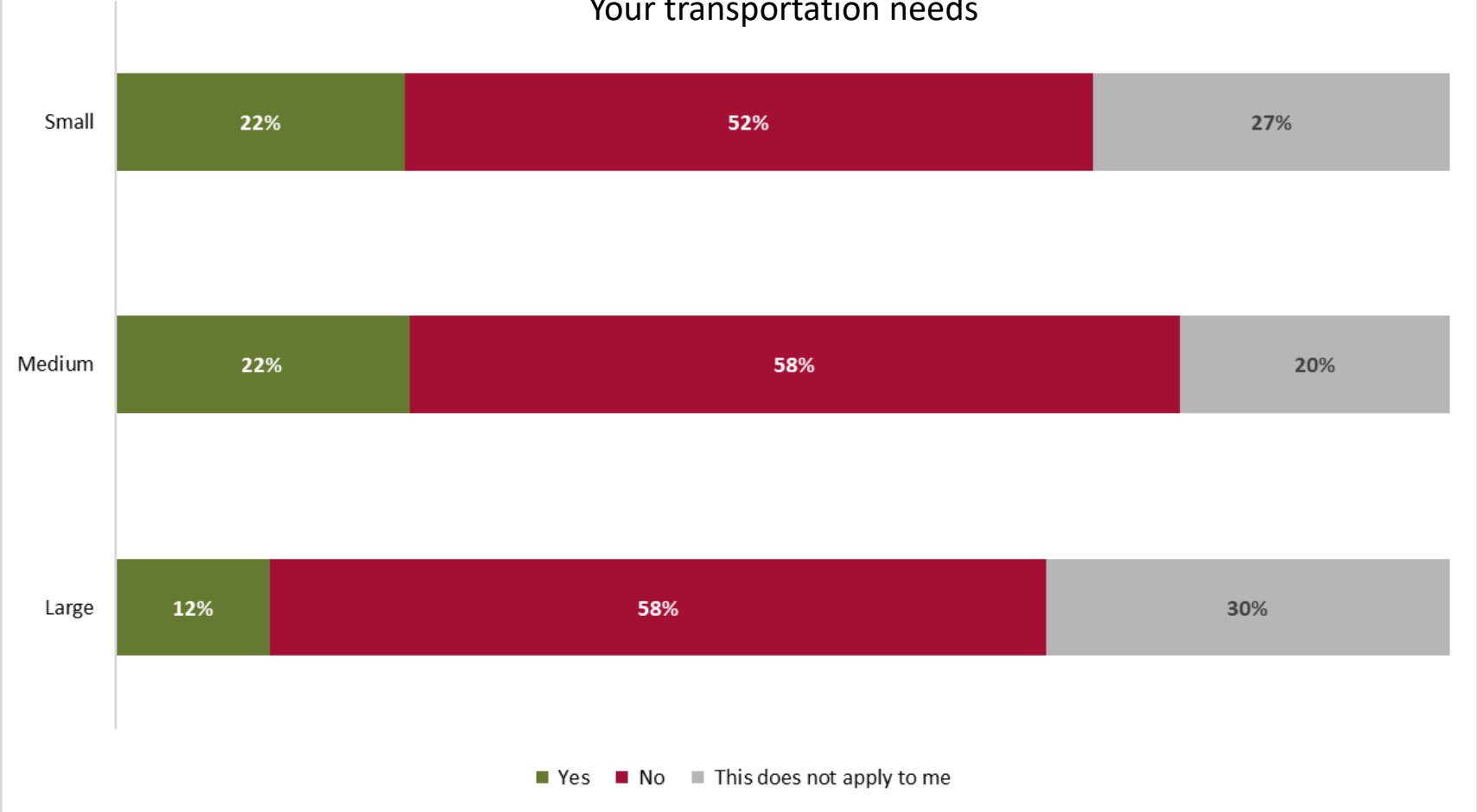


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?

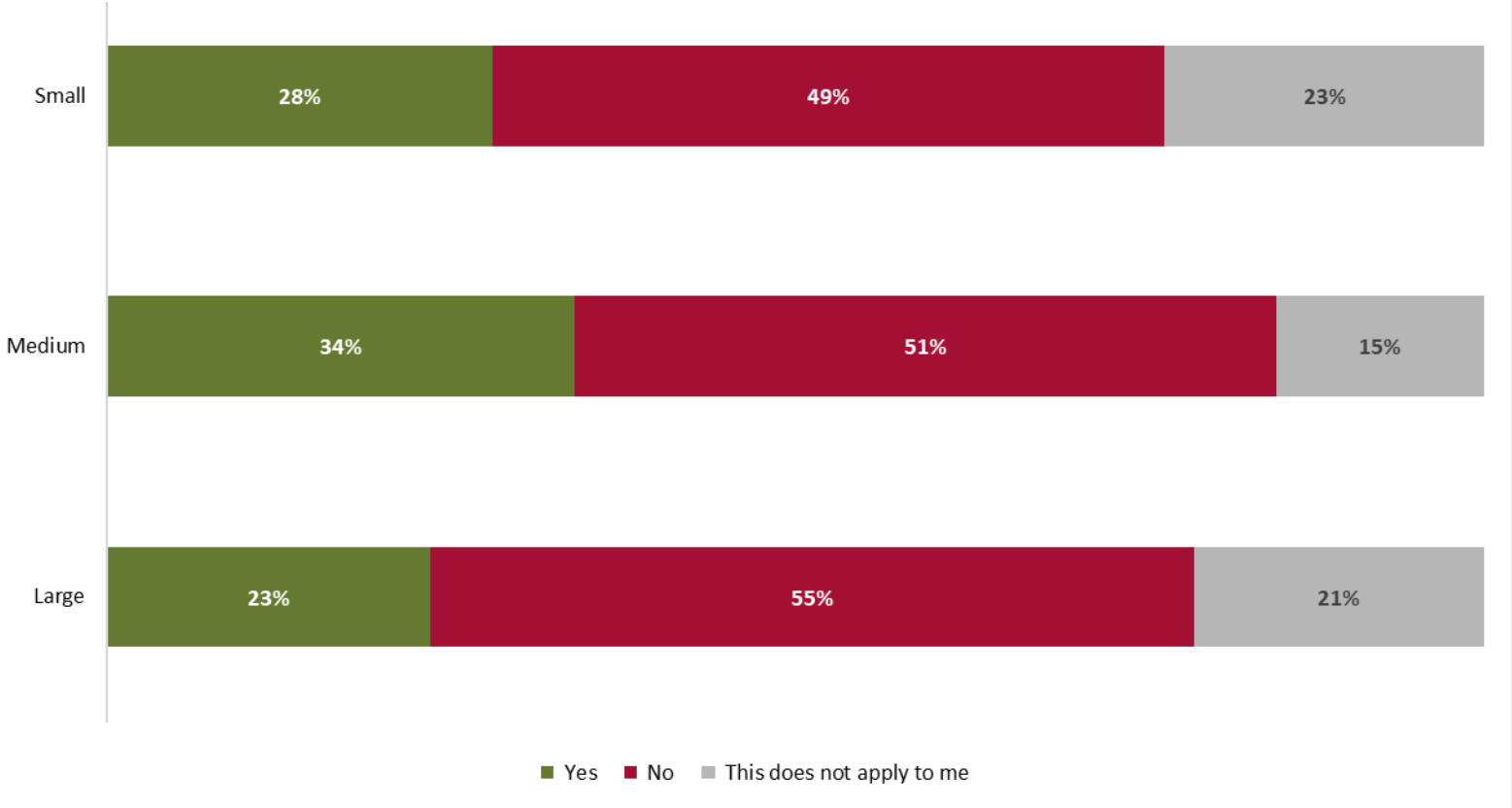
Your transportation needs



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

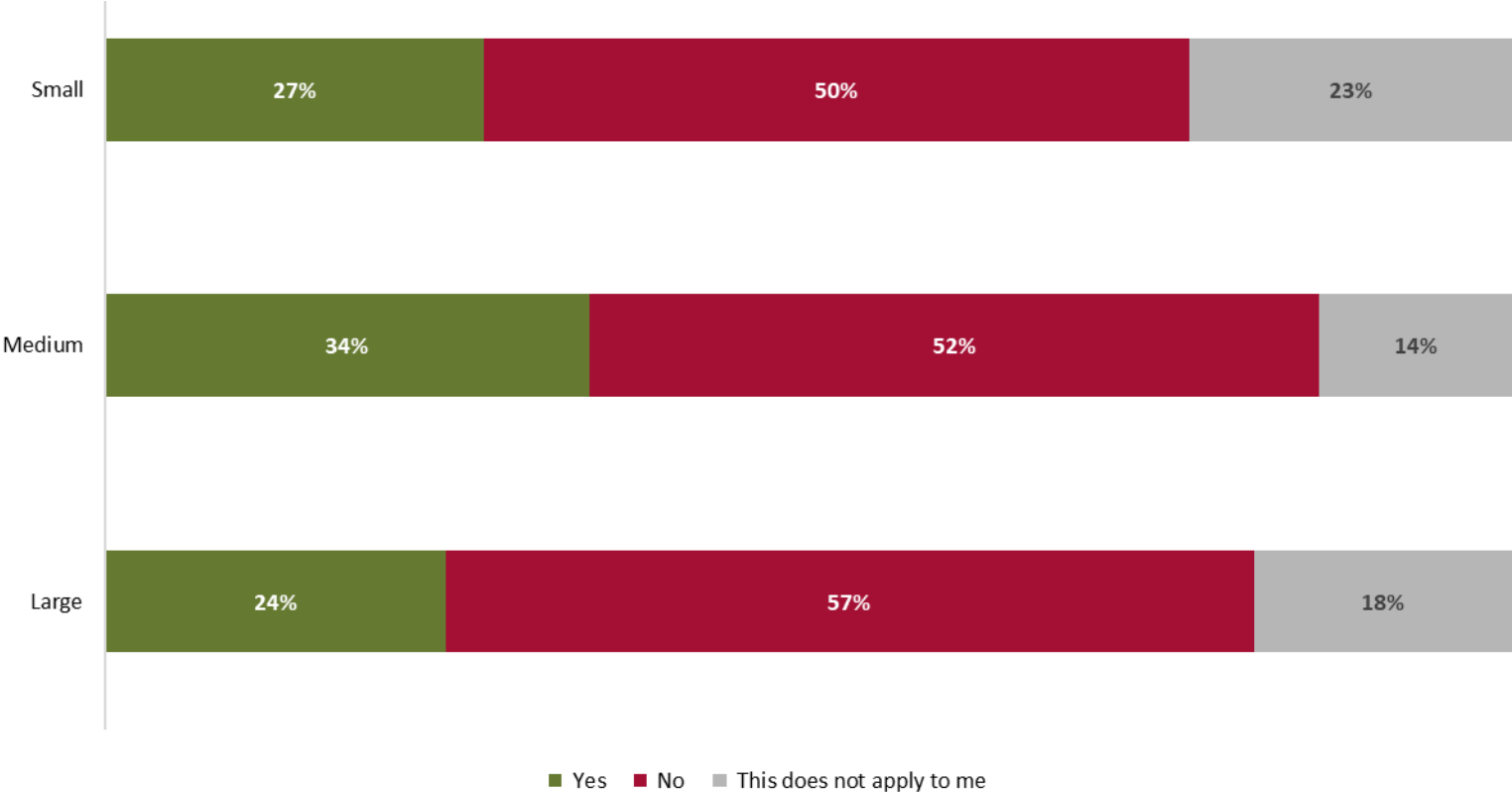
E6: Has your company spoken with you to understand whether this is an issue for you?
Your need for a particular skill or certification



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?
Your need for more training

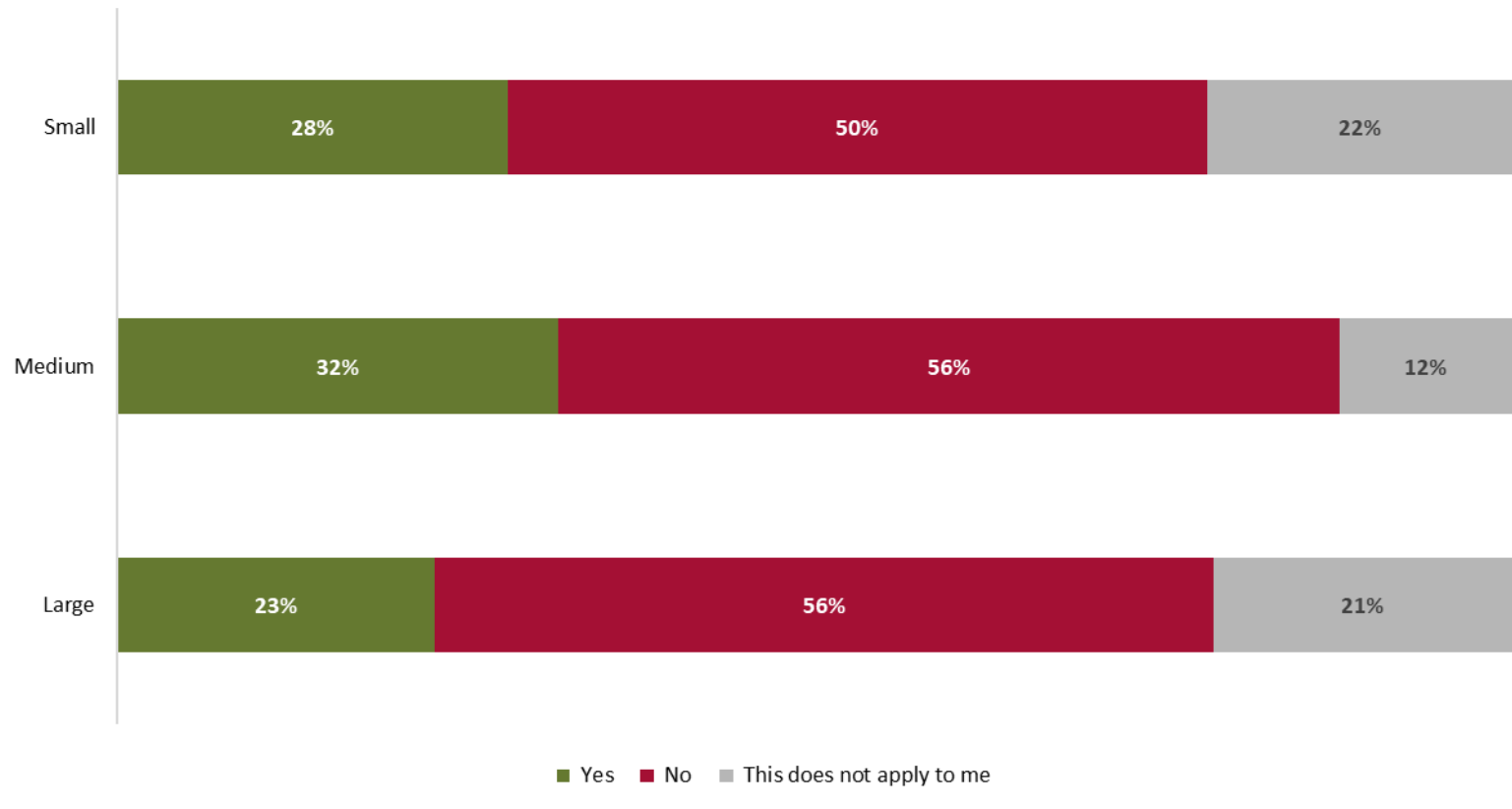


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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E6: Has your company spoken with you to understand whether this is an issue for you?

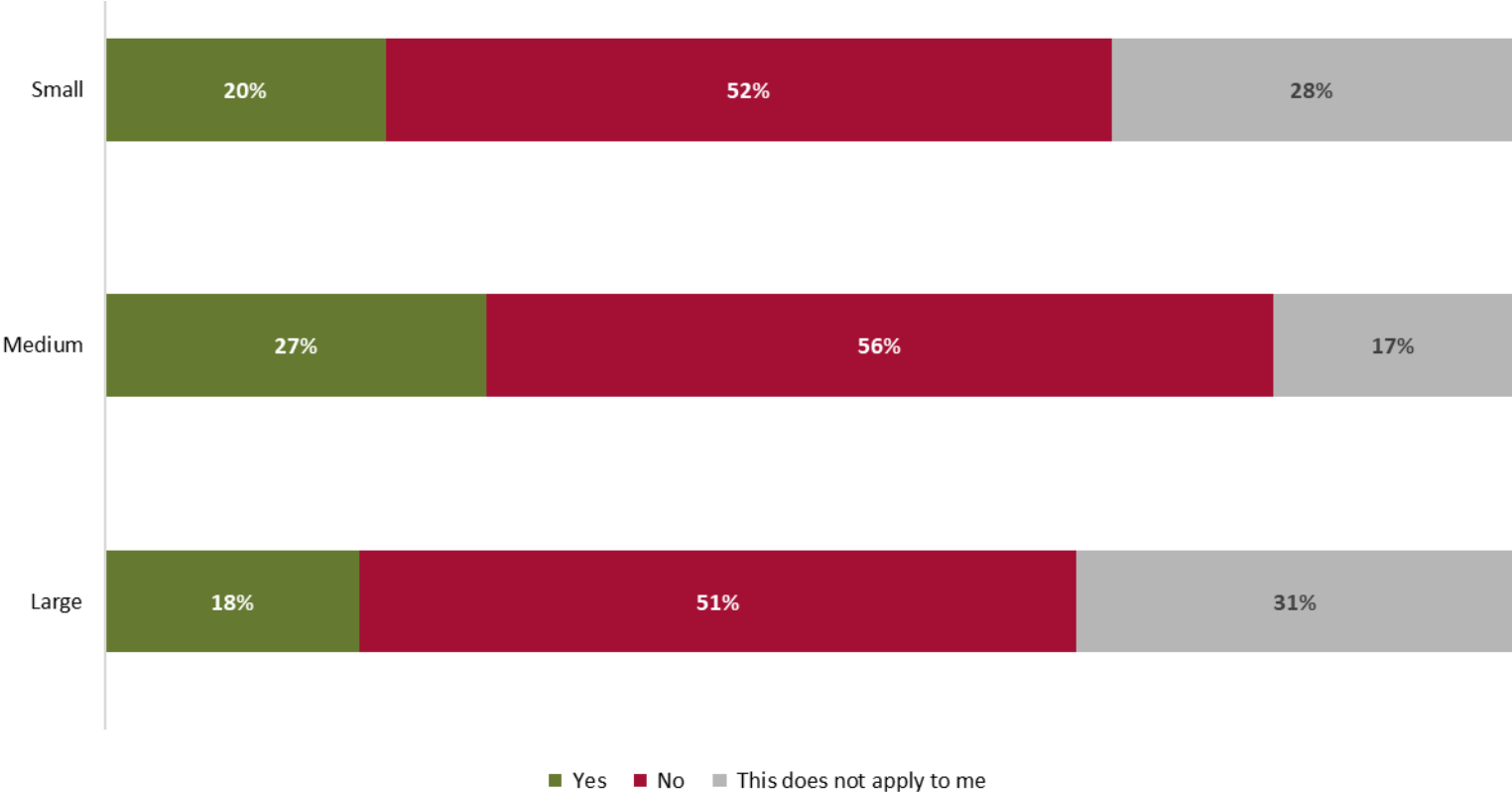
Your need to develop skills like problem solving and leadership



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

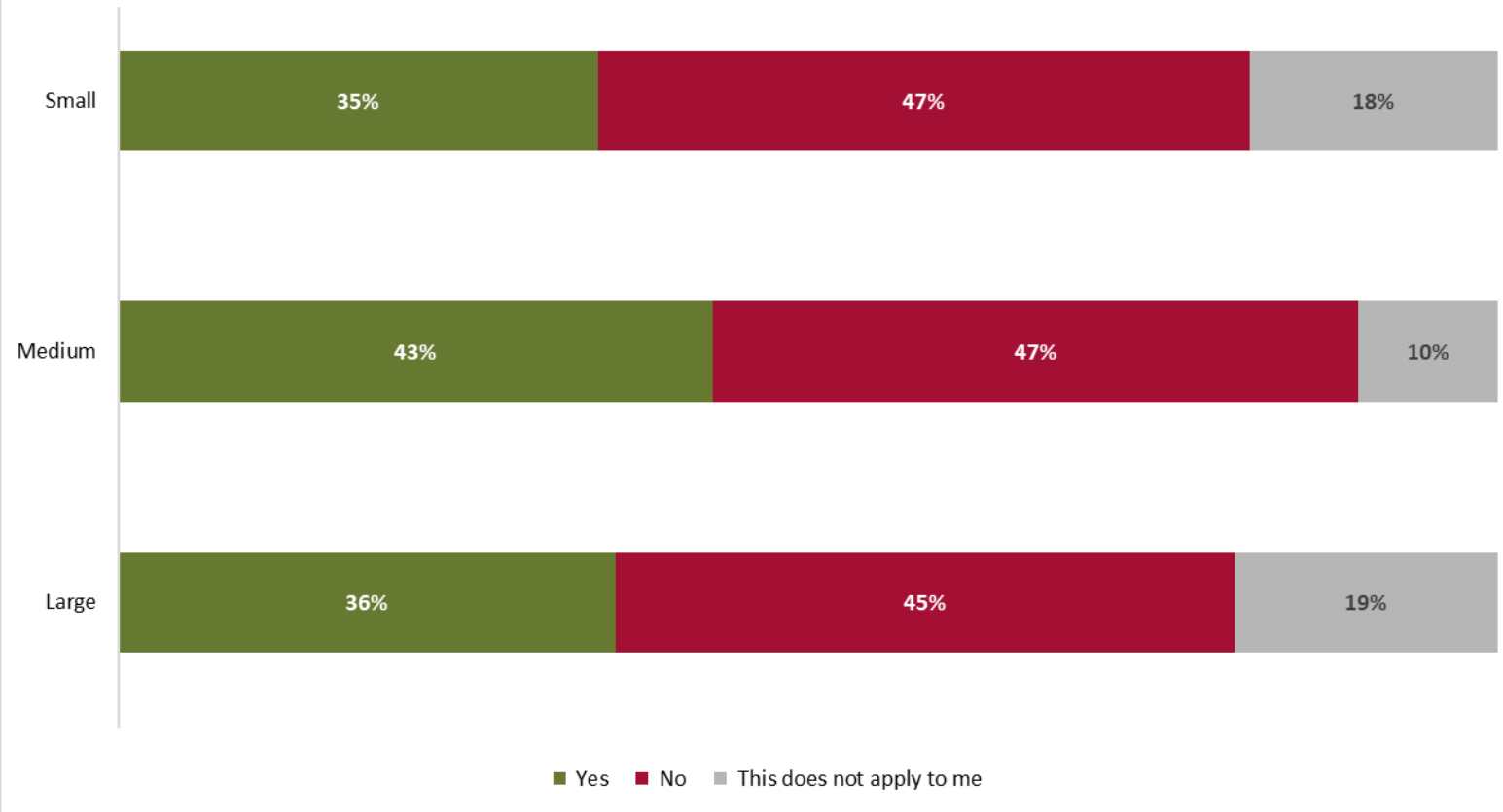
E6: Has your company spoken with you to understand whether this is an issue for you?
Your language and communication skills



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

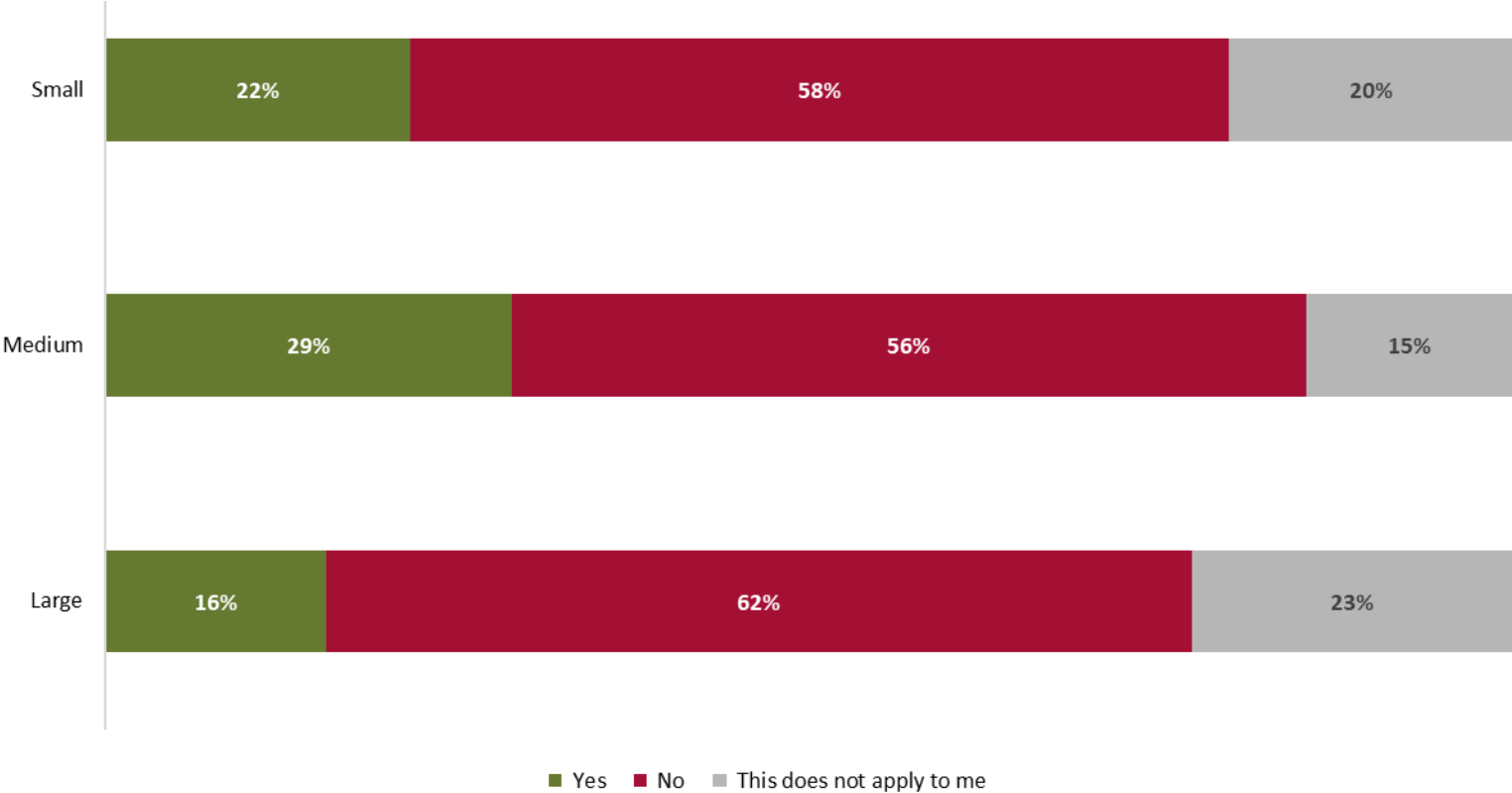
E6: Has your company spoken with you to understand whether this is an issue for you?
Your scheduling concerns



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

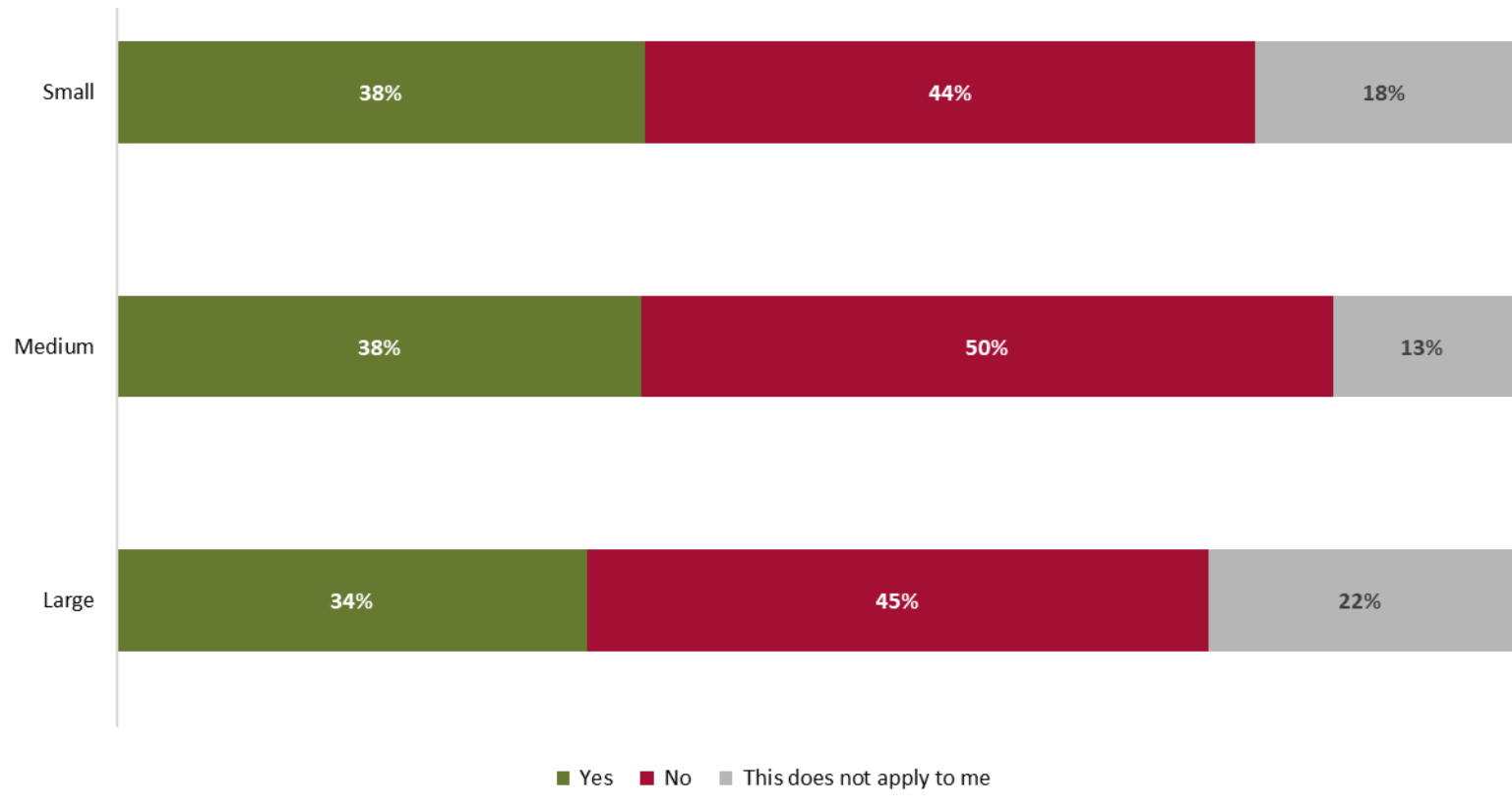
E6: Has your company spoken with you to understand whether this is an issue for you?
Your household’s financial circumstances



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

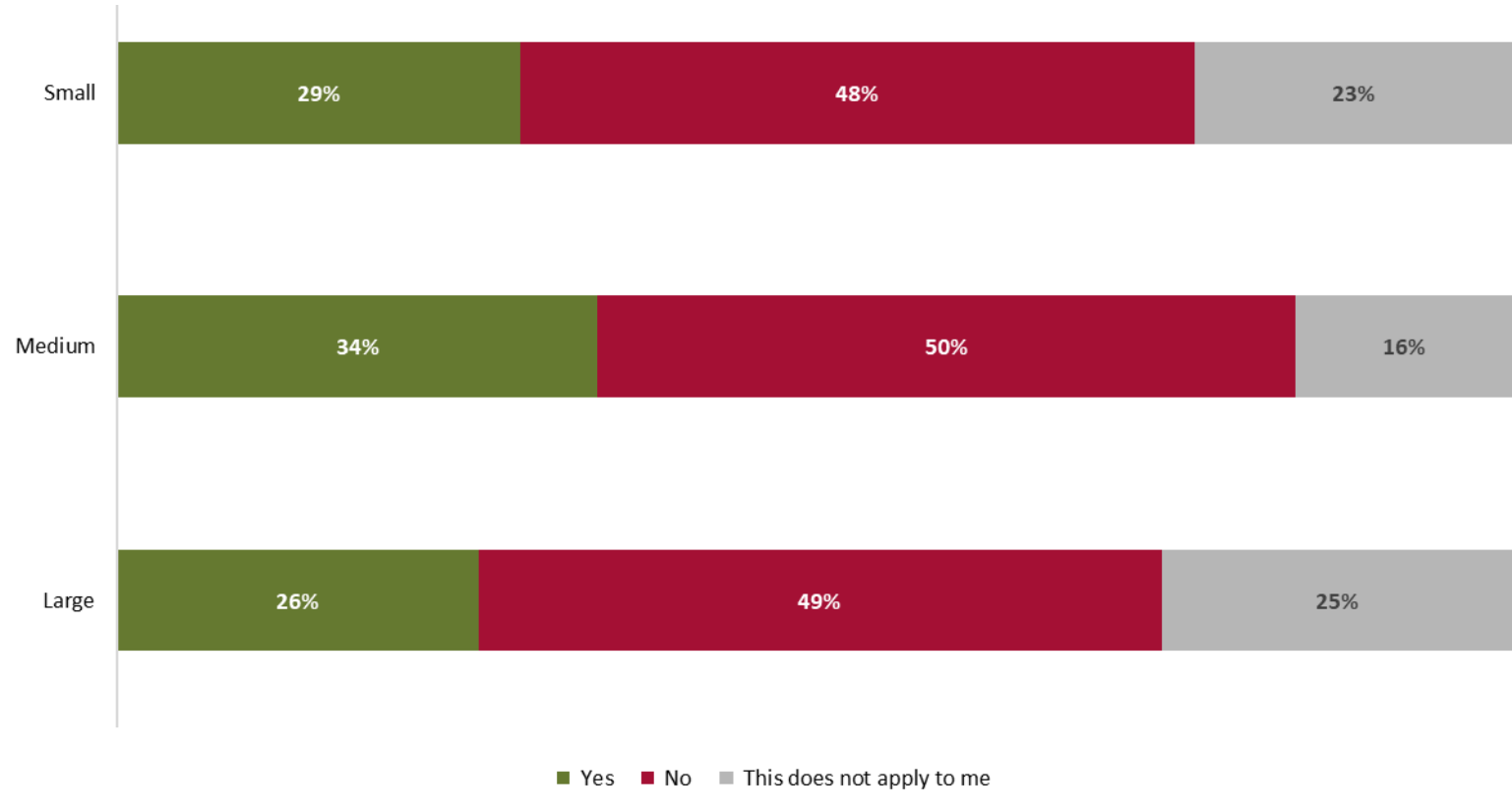
E6: Has your company spoken with you to understand whether this is an issue for you?
Your need for flexible time off



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

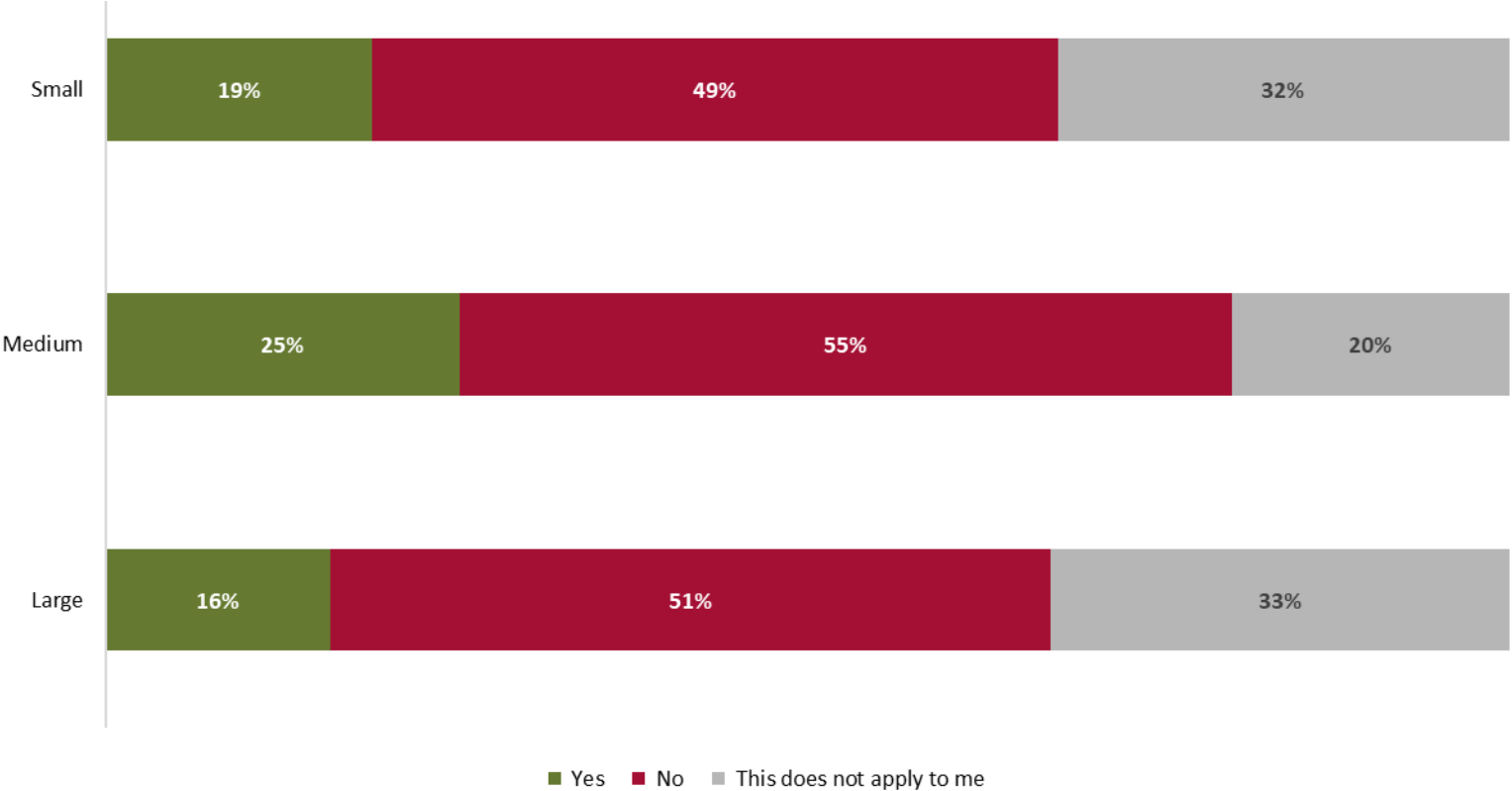
E6: Has your company spoken with you to understand whether this is an issue for you?
Your need for paid leave



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

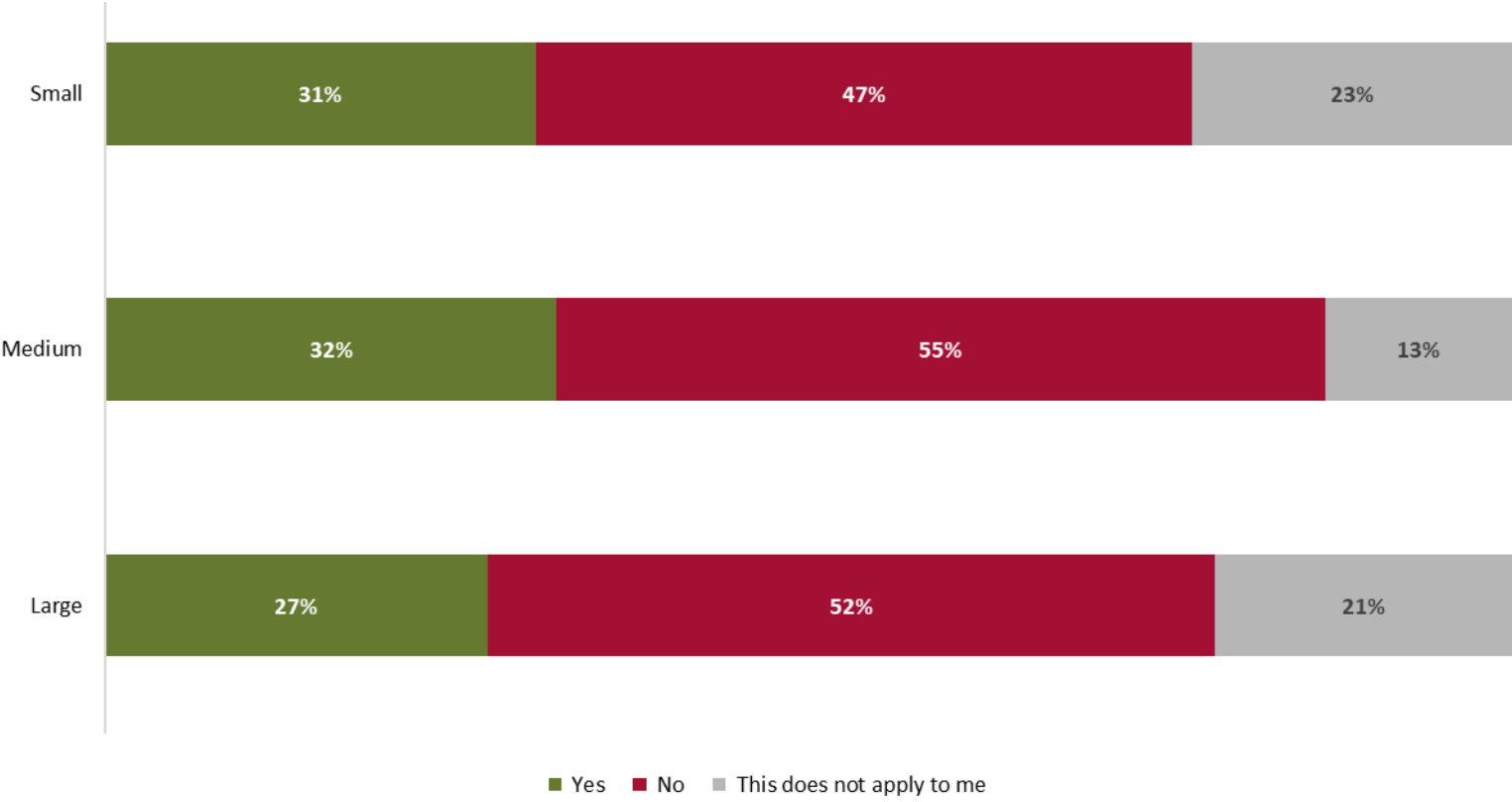
E6: Has your company spoken with you to understand whether this is an issue for you?
Your access to safe shelter



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E6: Has your company spoken with you to understand whether this is an issue for you?
Your health concerns

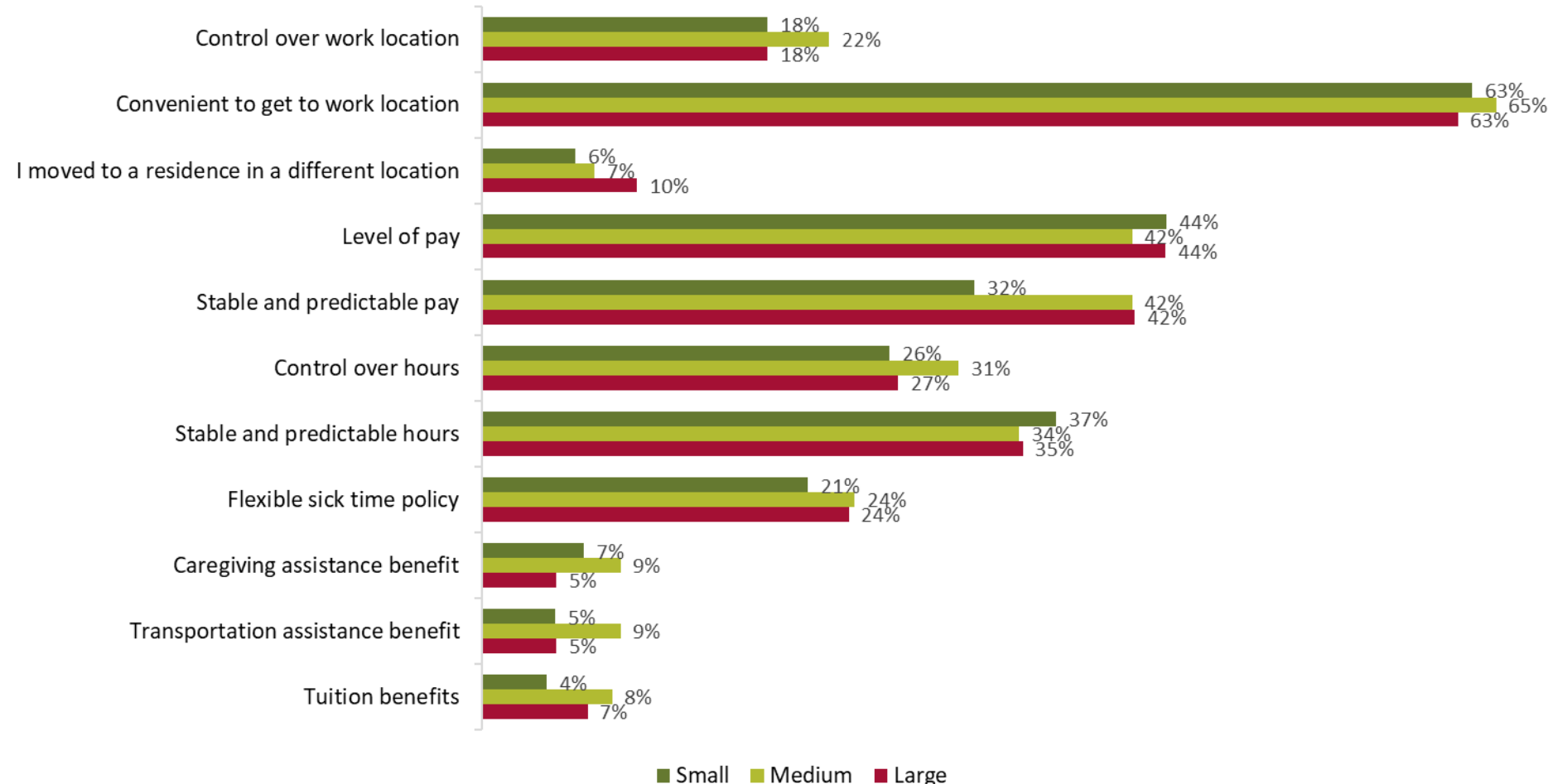


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

Part 1 (continued on next slide)

E7: Please select all of the following factors that were important to your decision to move to your primary company as of January 2020 from your previous primary company.



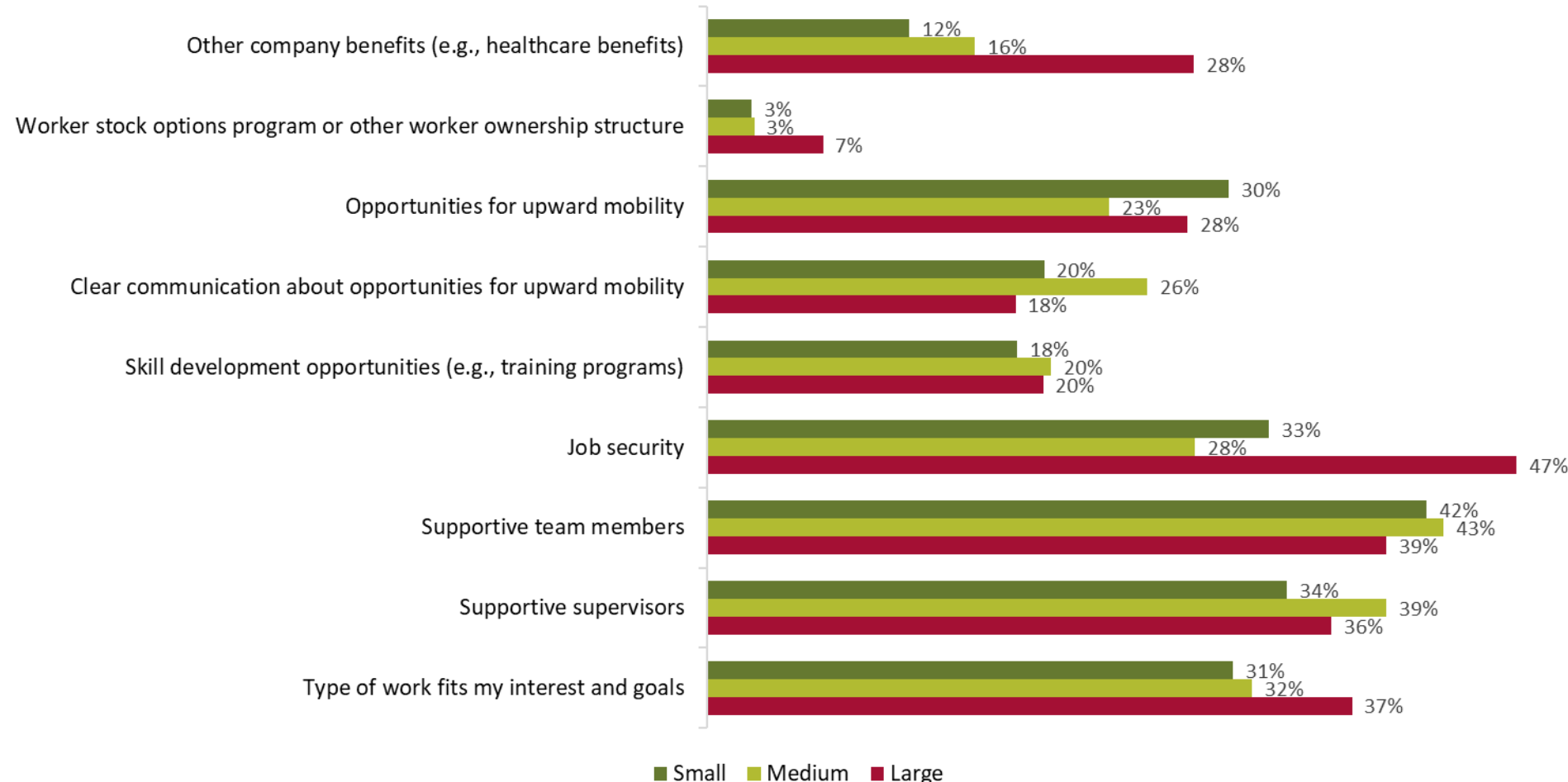
Note: Only respondents who have worked at two or more companies in their career answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

Part 2 (continued from previous slide)

E7: Please select all of the following factors that were important to your decision to move to your primary company as of January 2020 from your previous primary company.

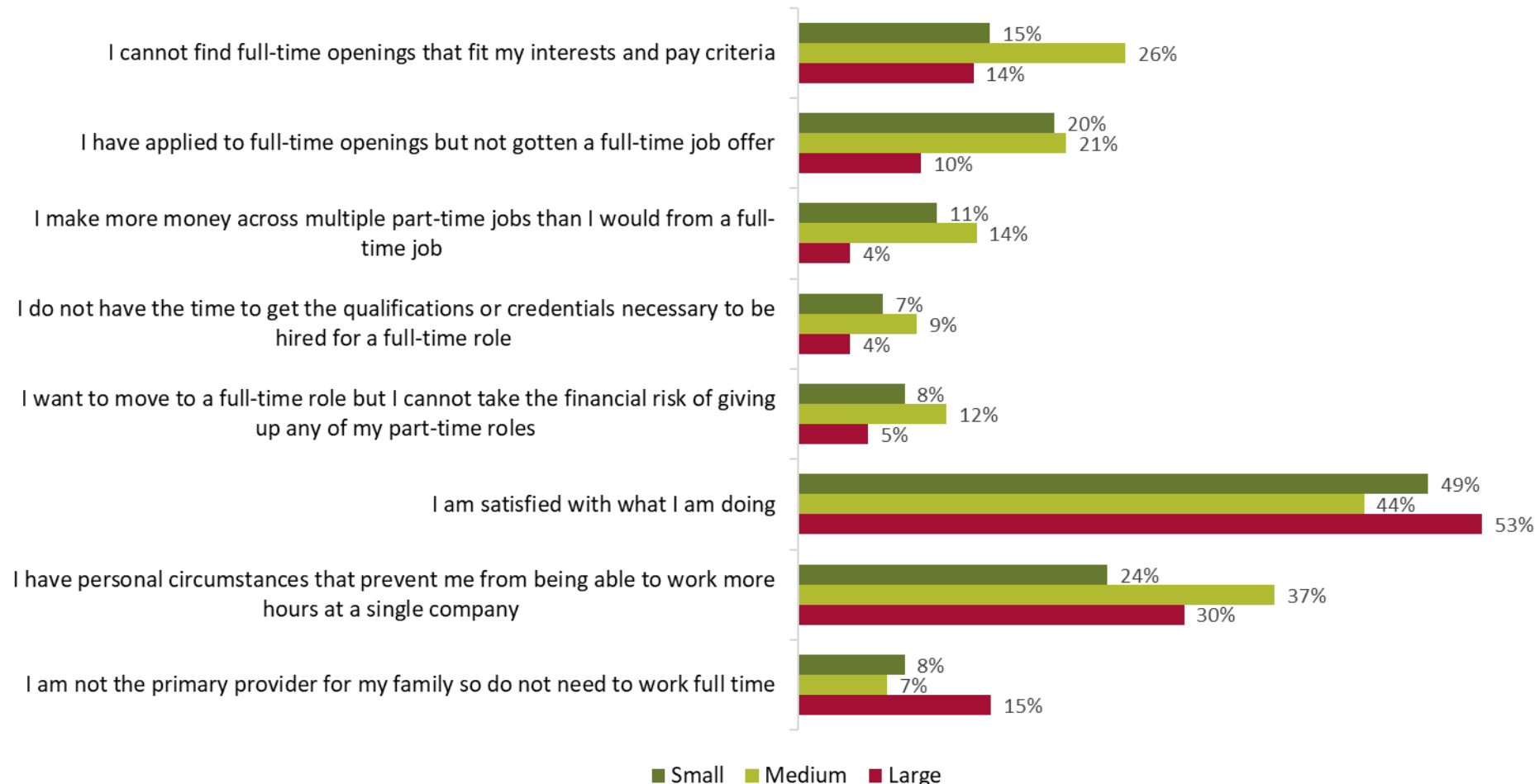


Note: Only respondents who have worked at two or more companies in their career answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E8: Why do you remain a part-time worker? Please select all that apply.

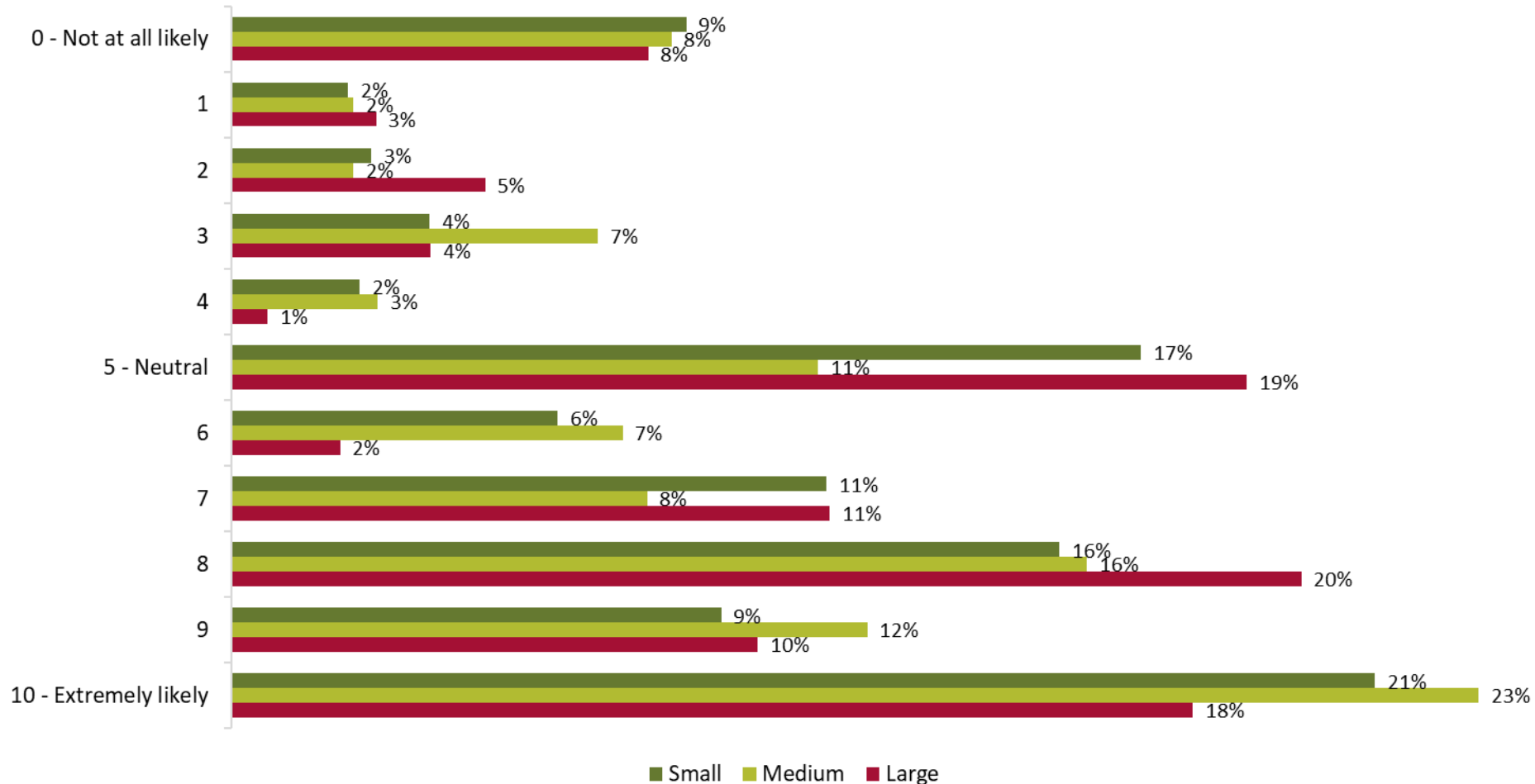


Note: Only respondents who are part-time workers answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

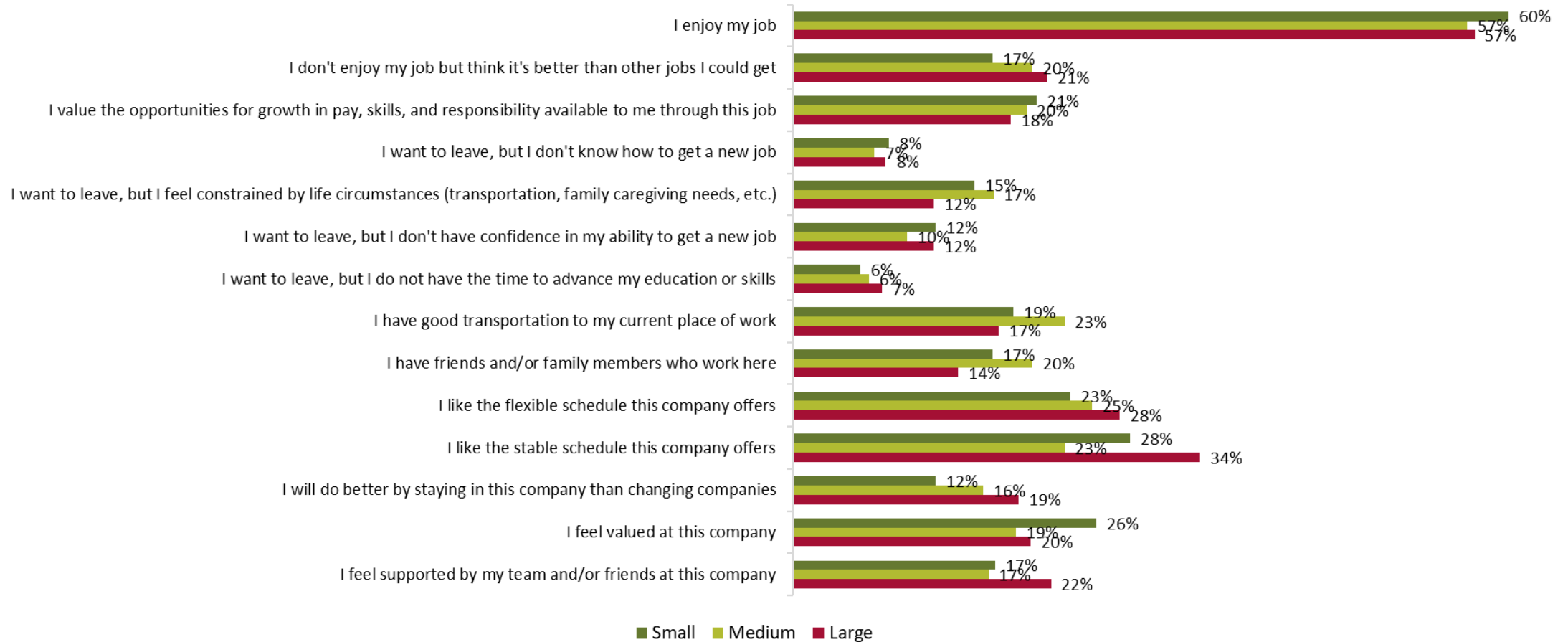
E9: How likely is it that you would recommend your current job to a friend?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

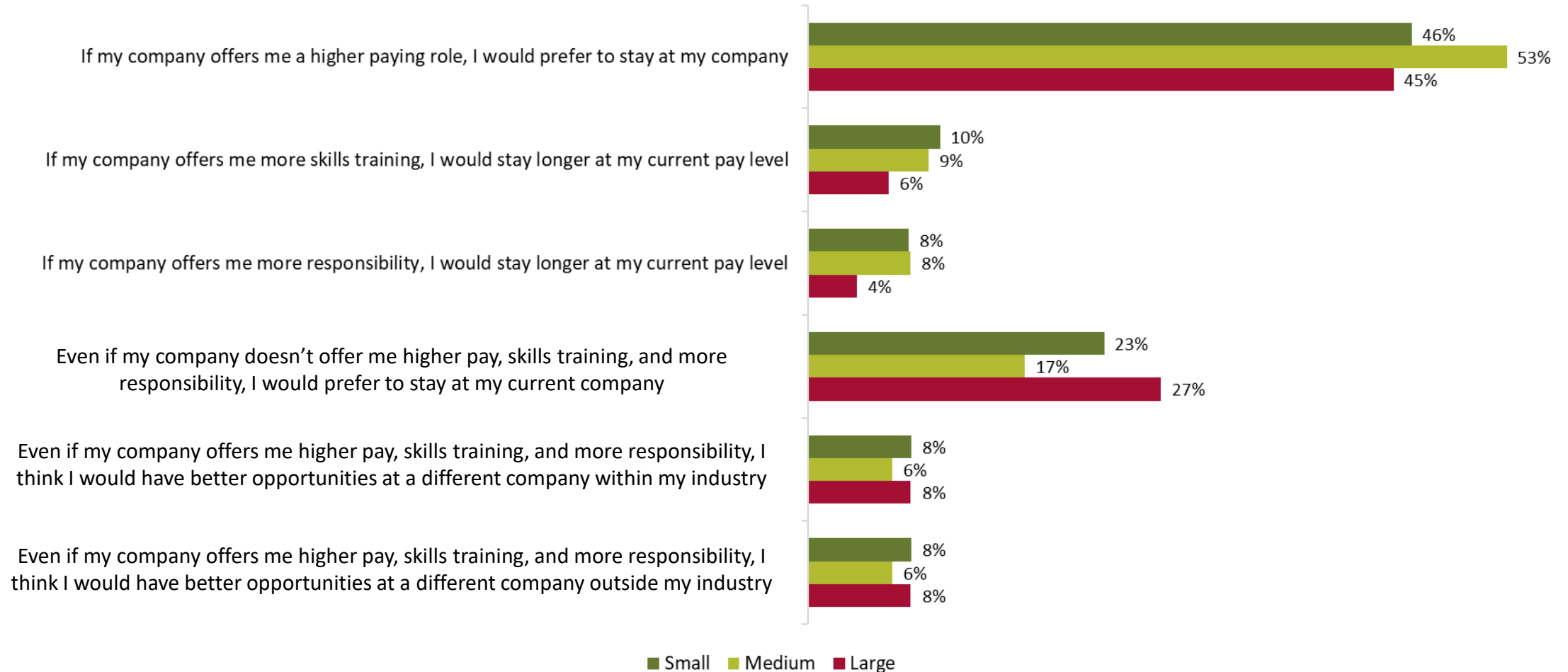
E10: Why have you stayed at your current company? Please select all that apply.



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section E

E11: In the future, would you prefer to stay at your current company or seek other opportunities at a different company?



Section F

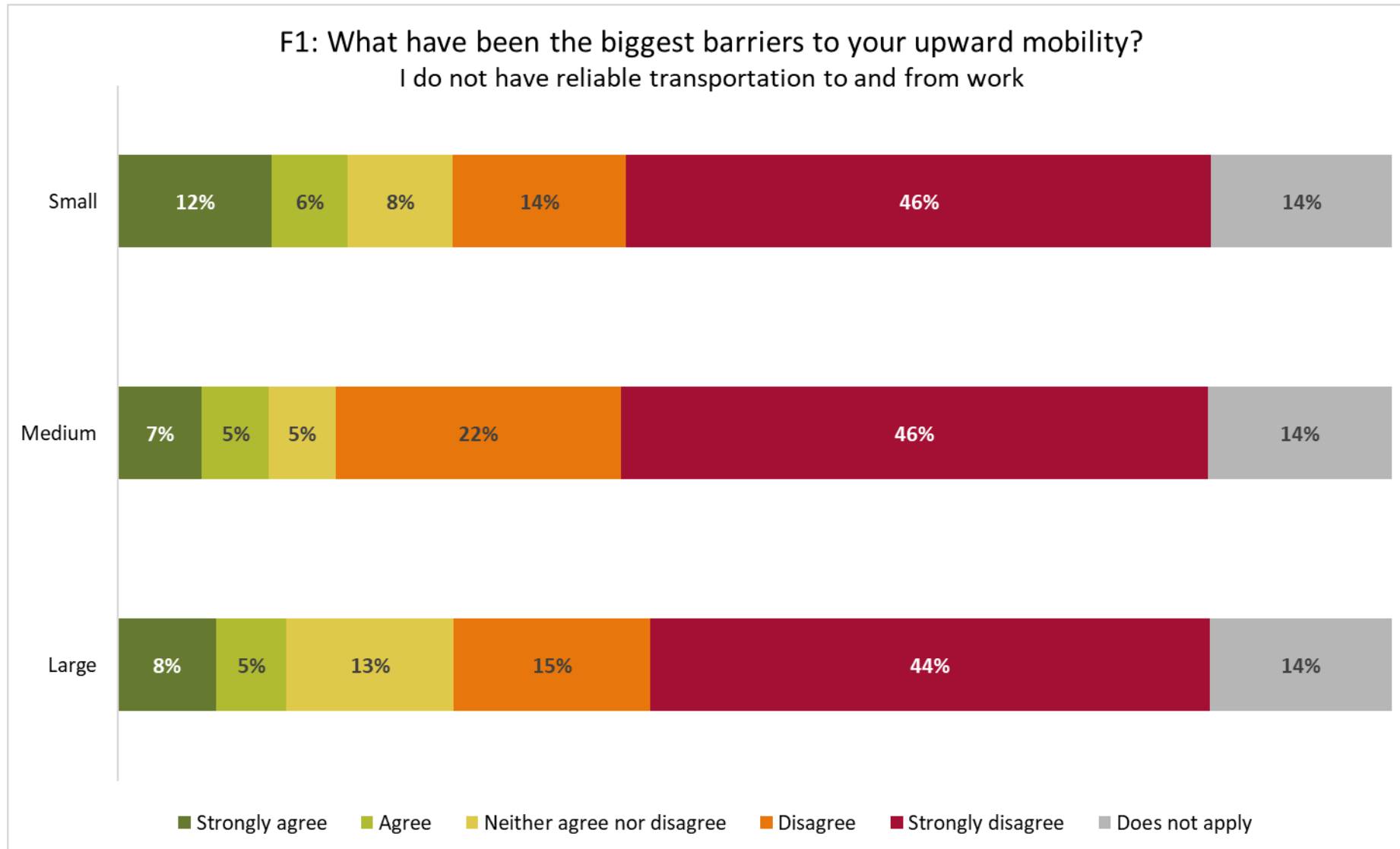
Barriers

Only shown to those who did NOT achieve upward mobility in the last three years.

Small : N = 183; Medium : N = 76; Large : N = 91

Section F *Personal circumstances*

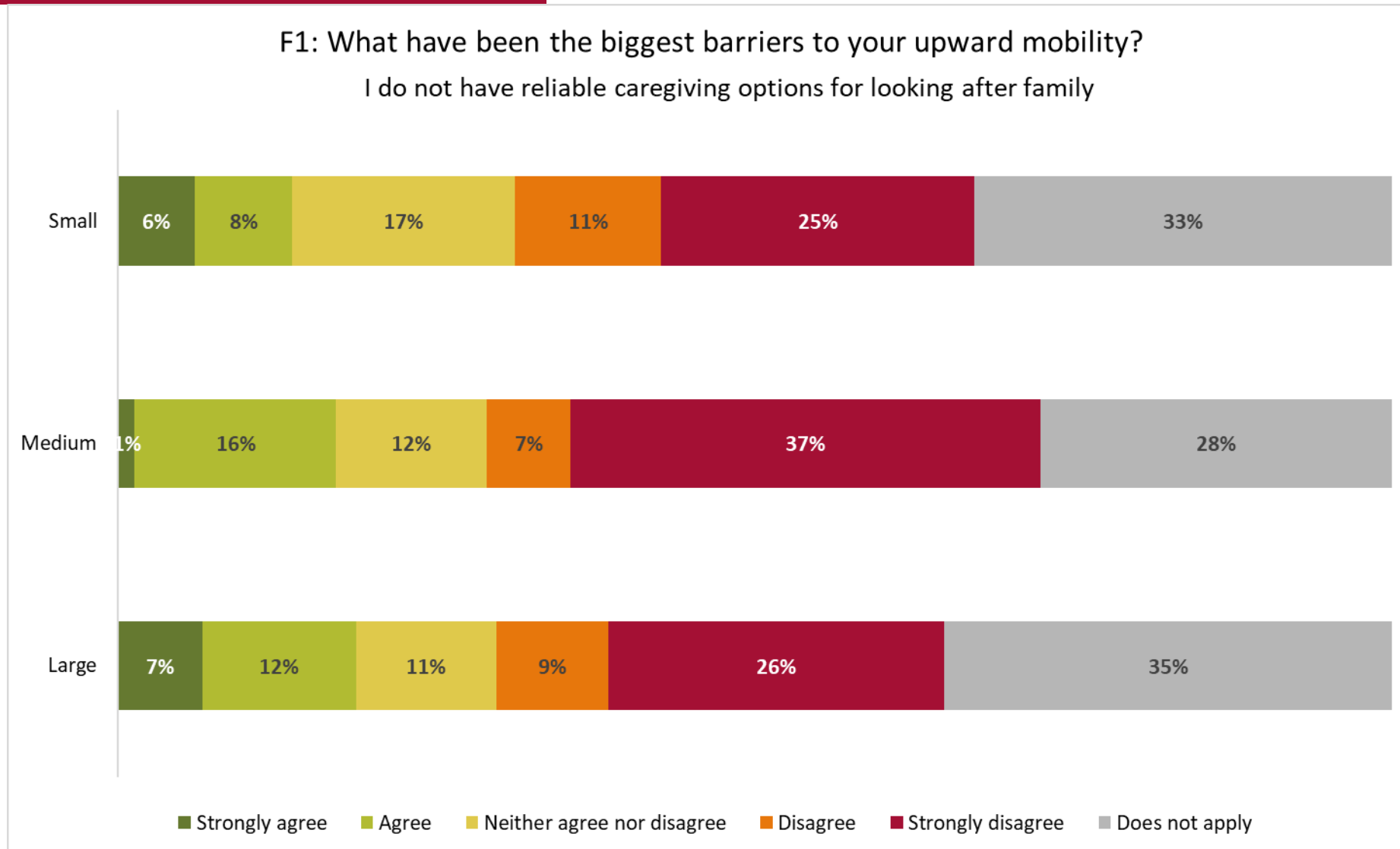
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

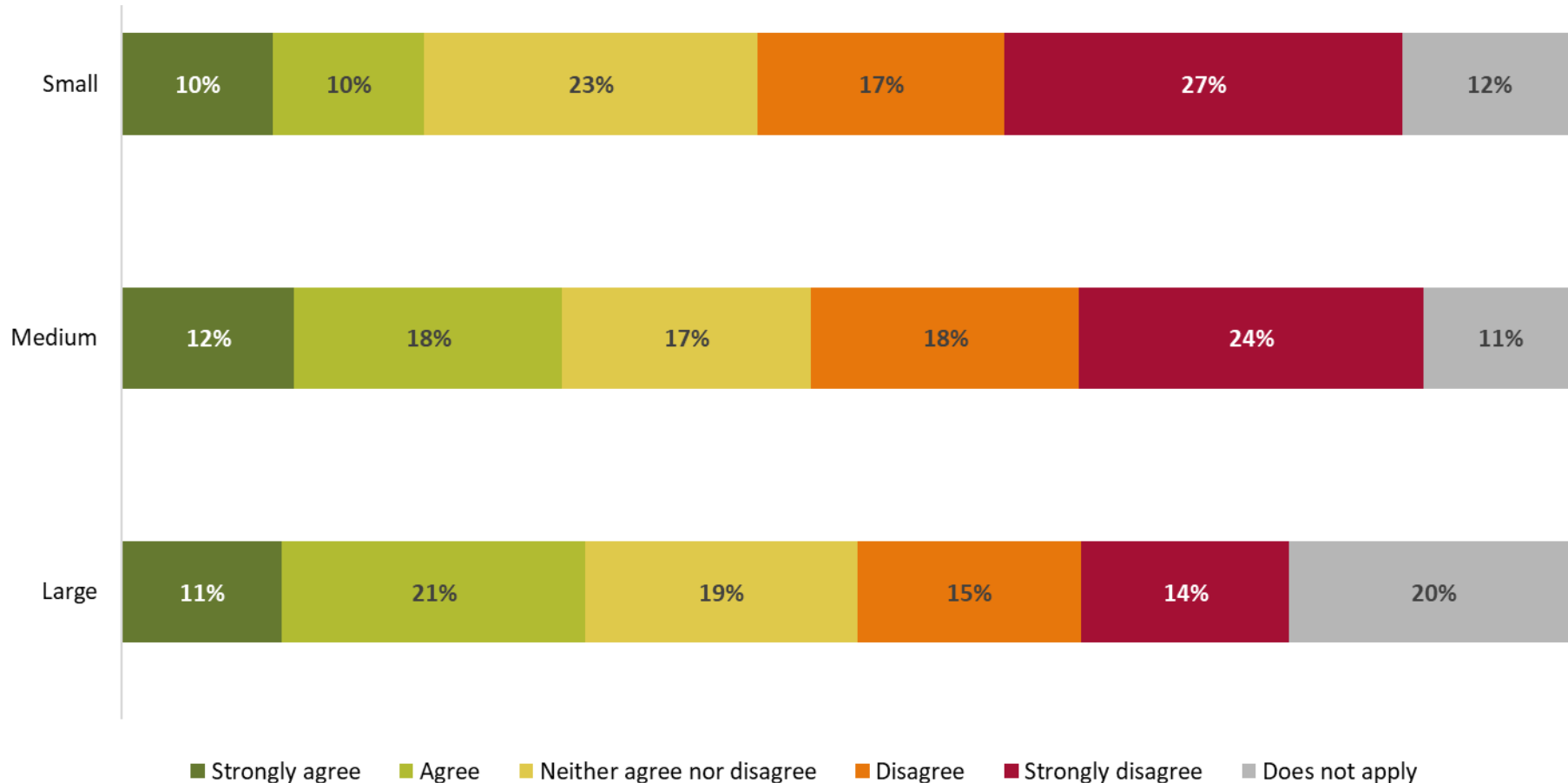


Section F *Personal circumstances*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

F1: What have been the biggest barriers to your upward mobility?

I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)



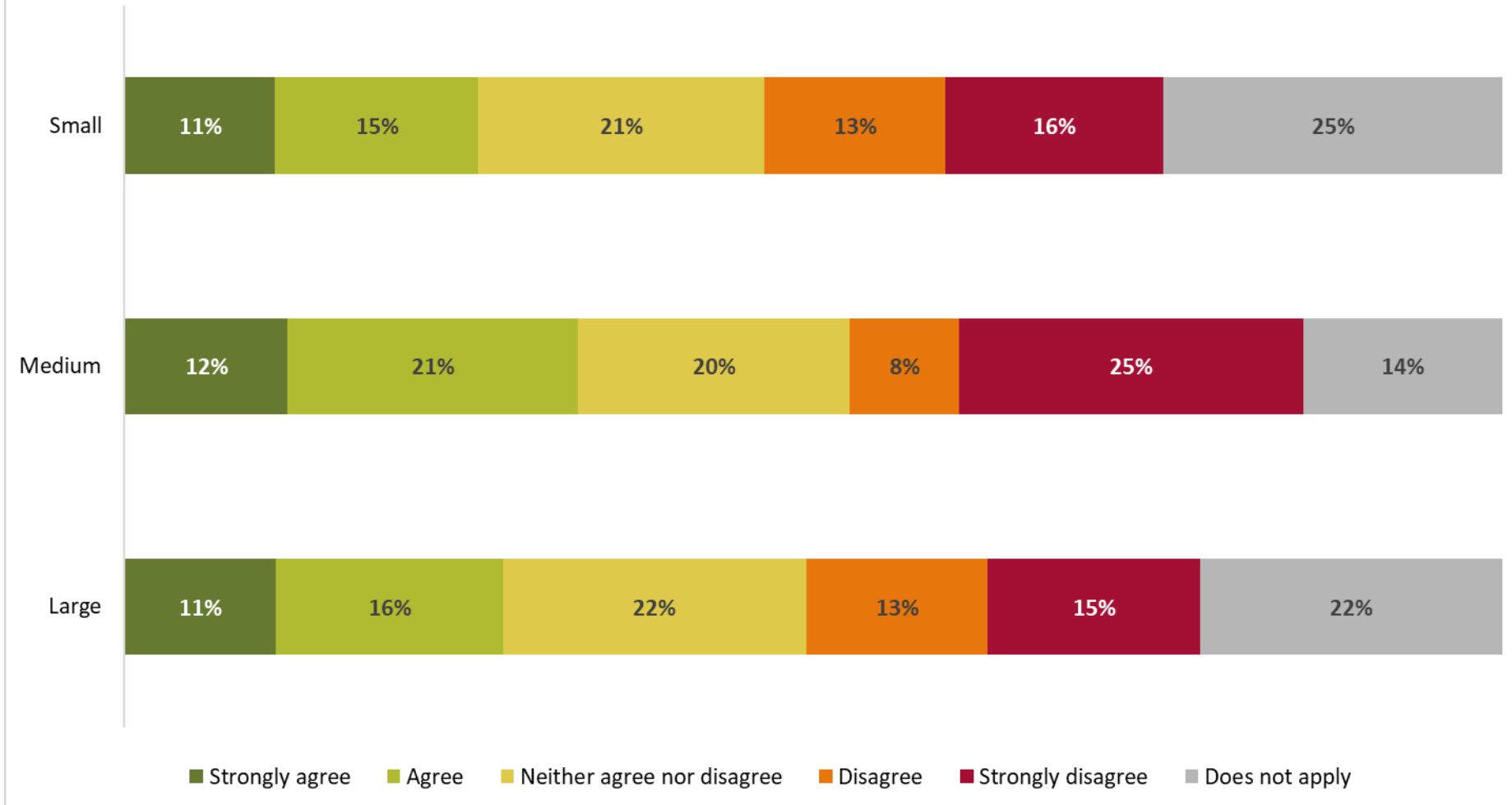
Section F

Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

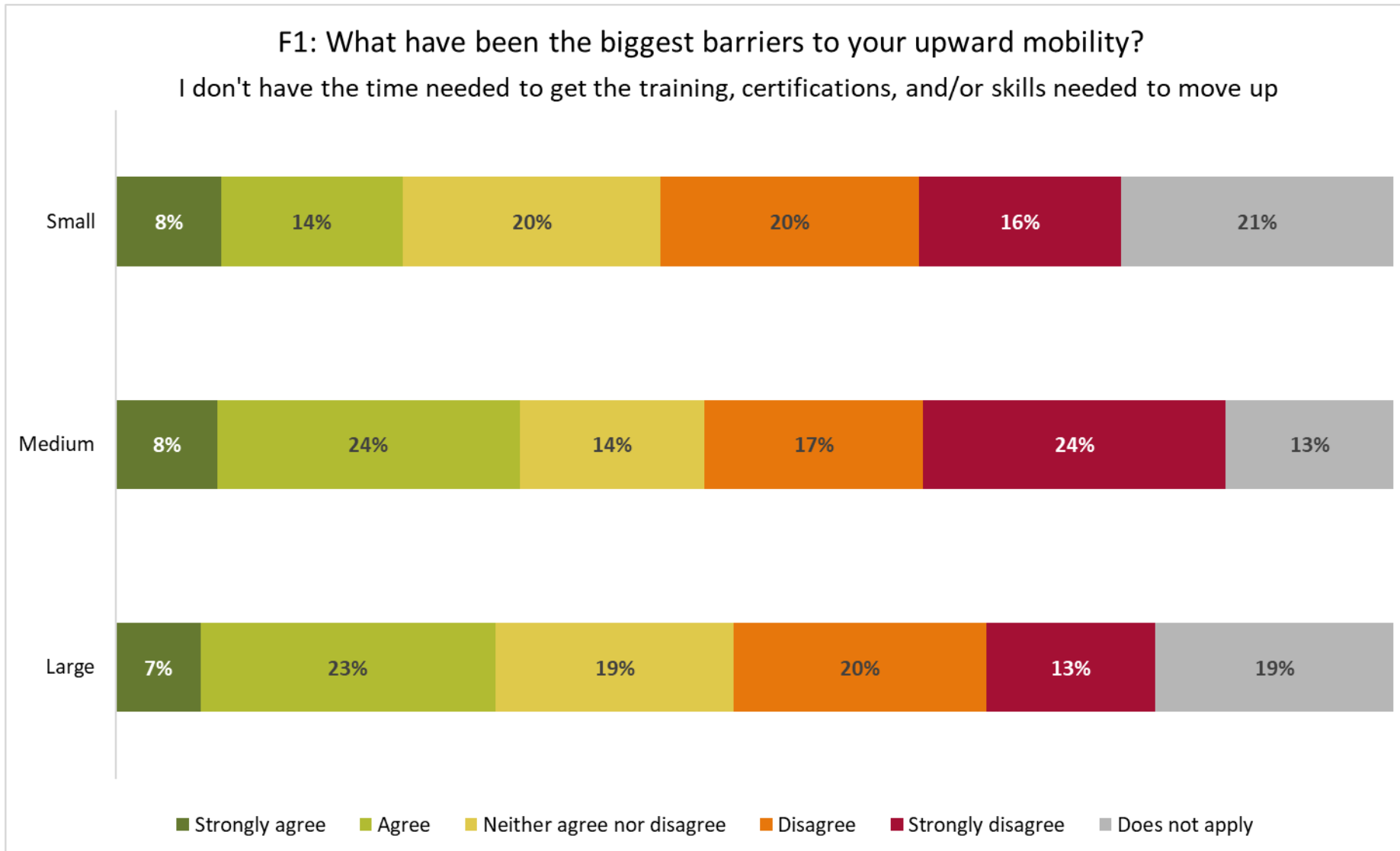
F1: What have been the biggest barriers to your upward mobility?

I cannot afford the upfront costs for actions I need to take to move upward



Section F *Personal circumstances*

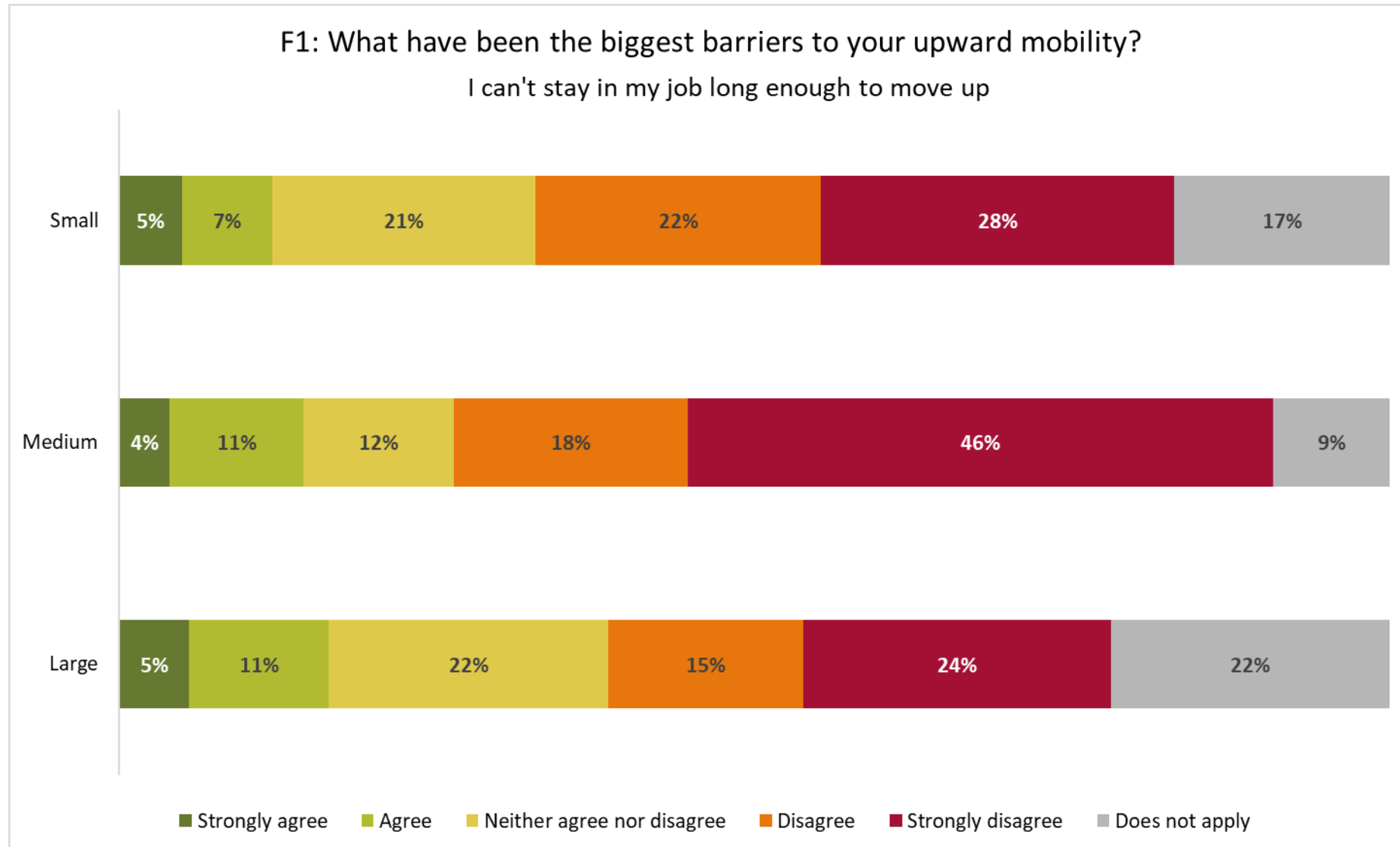
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

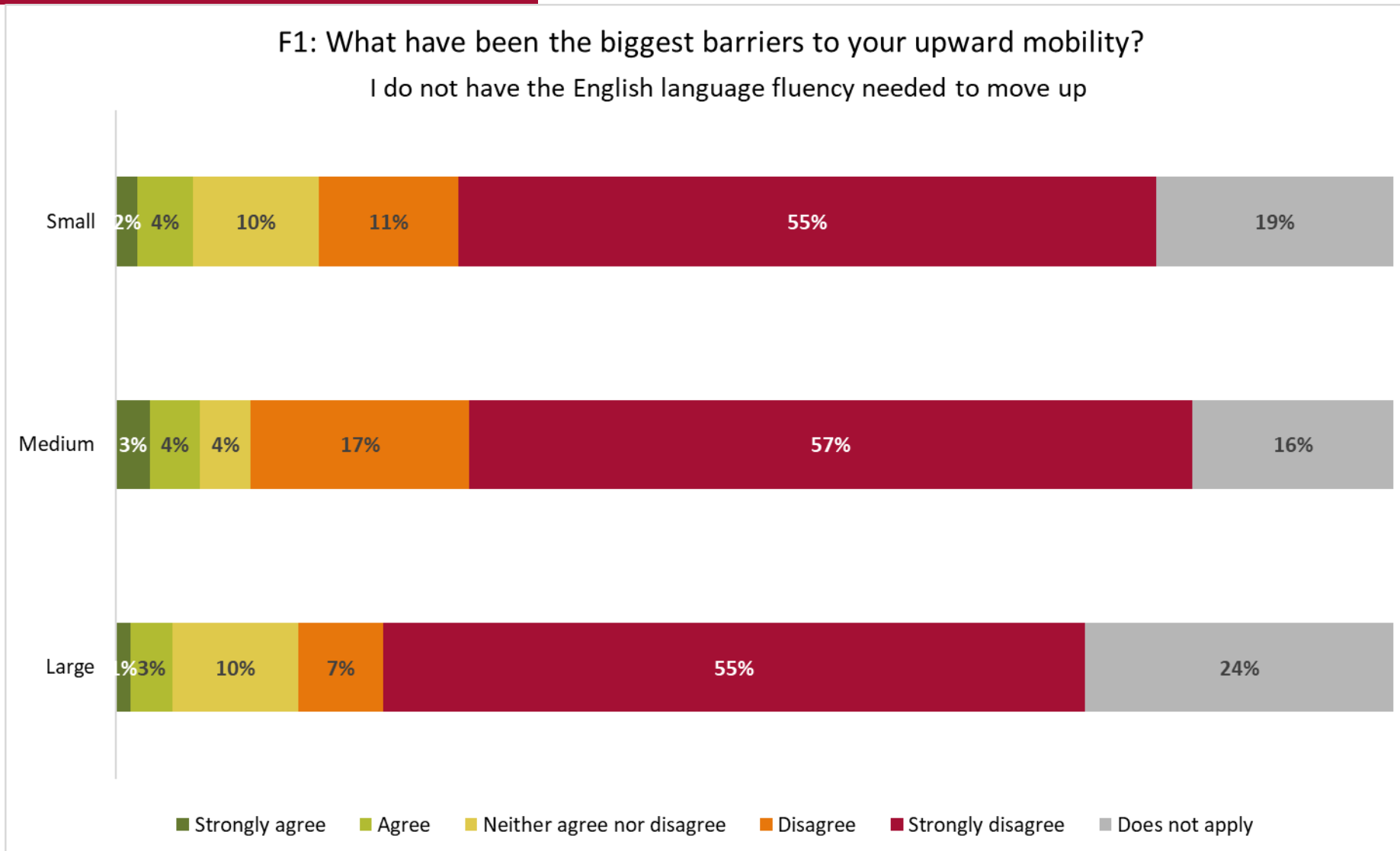
Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



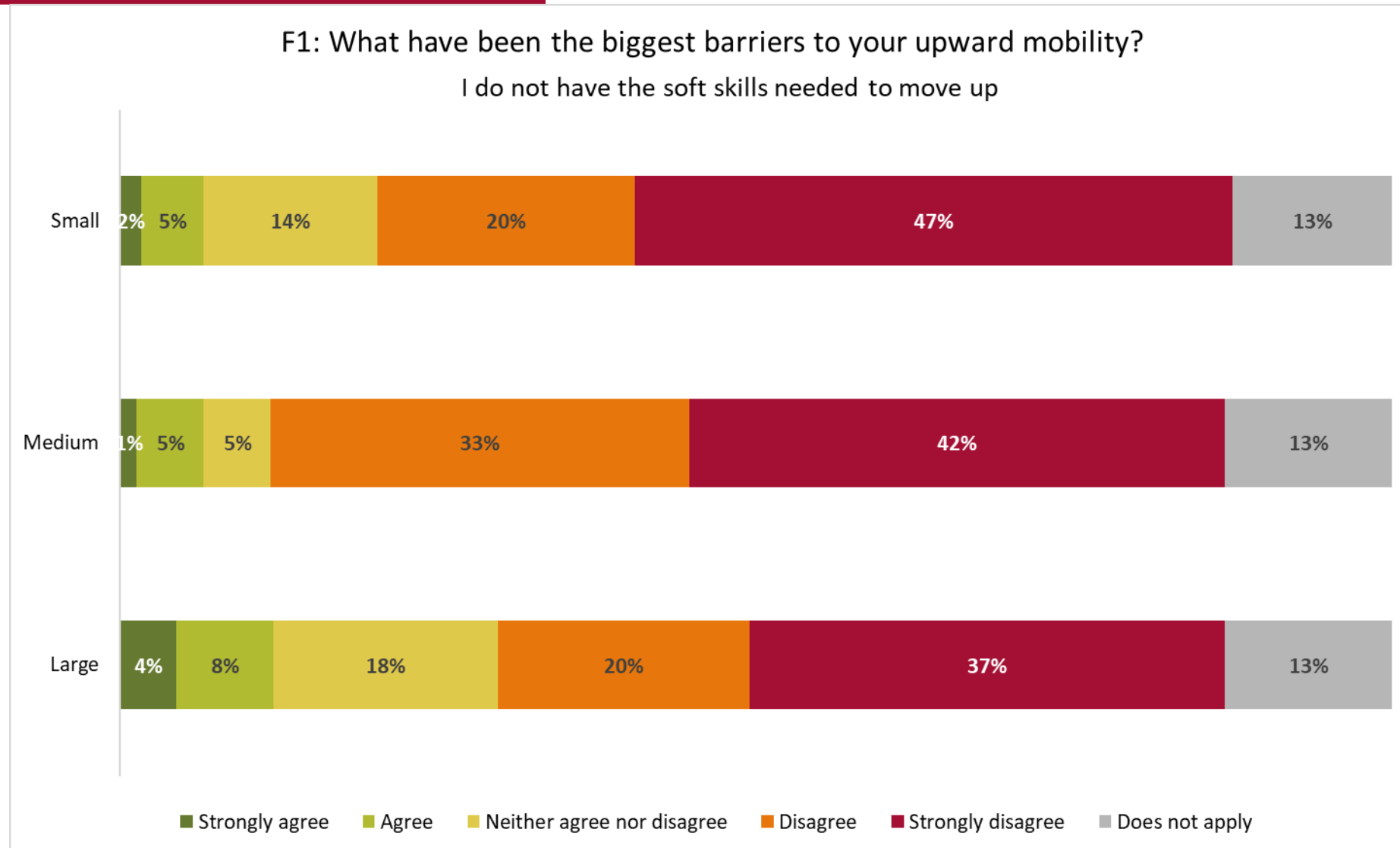
Section F *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



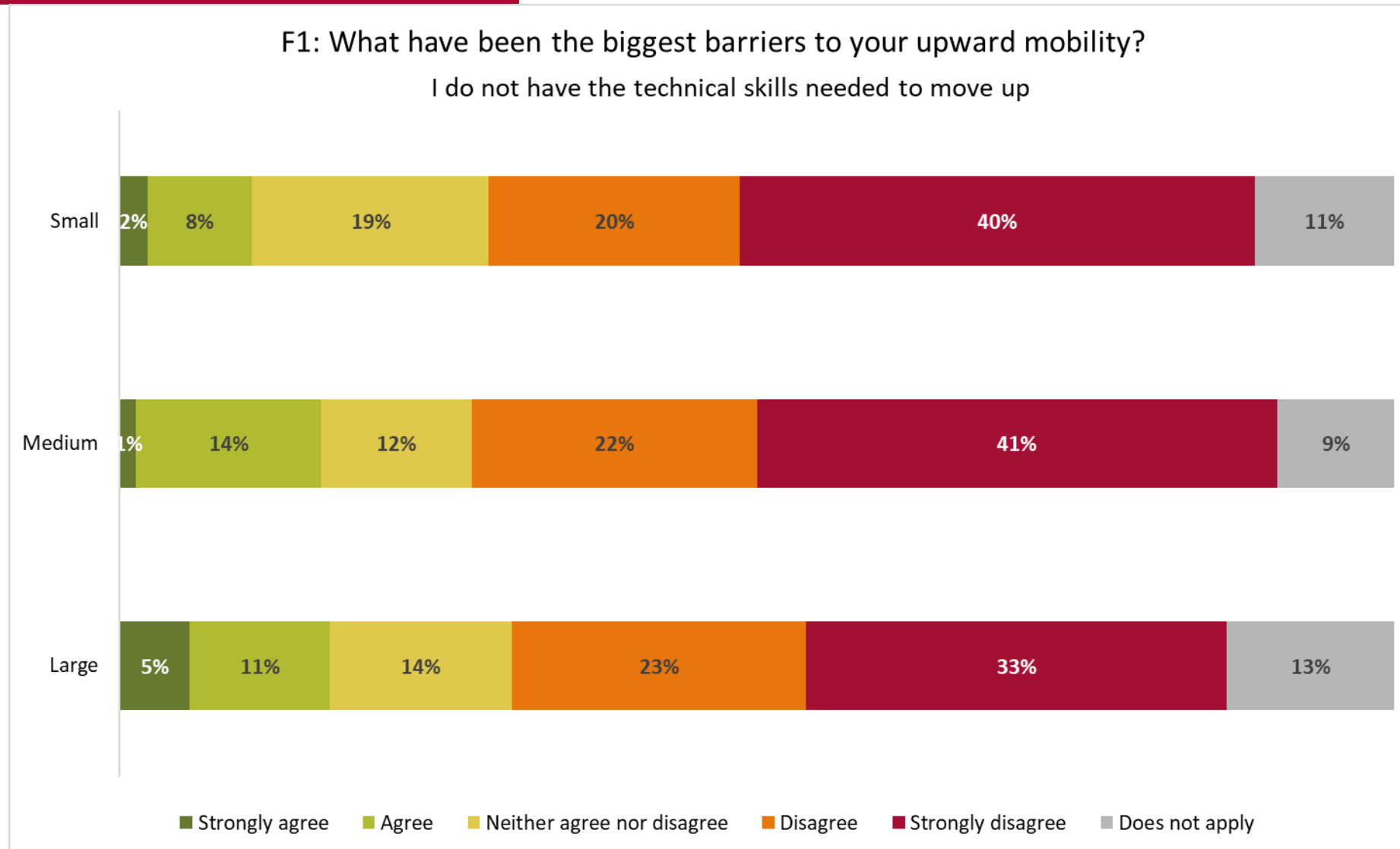
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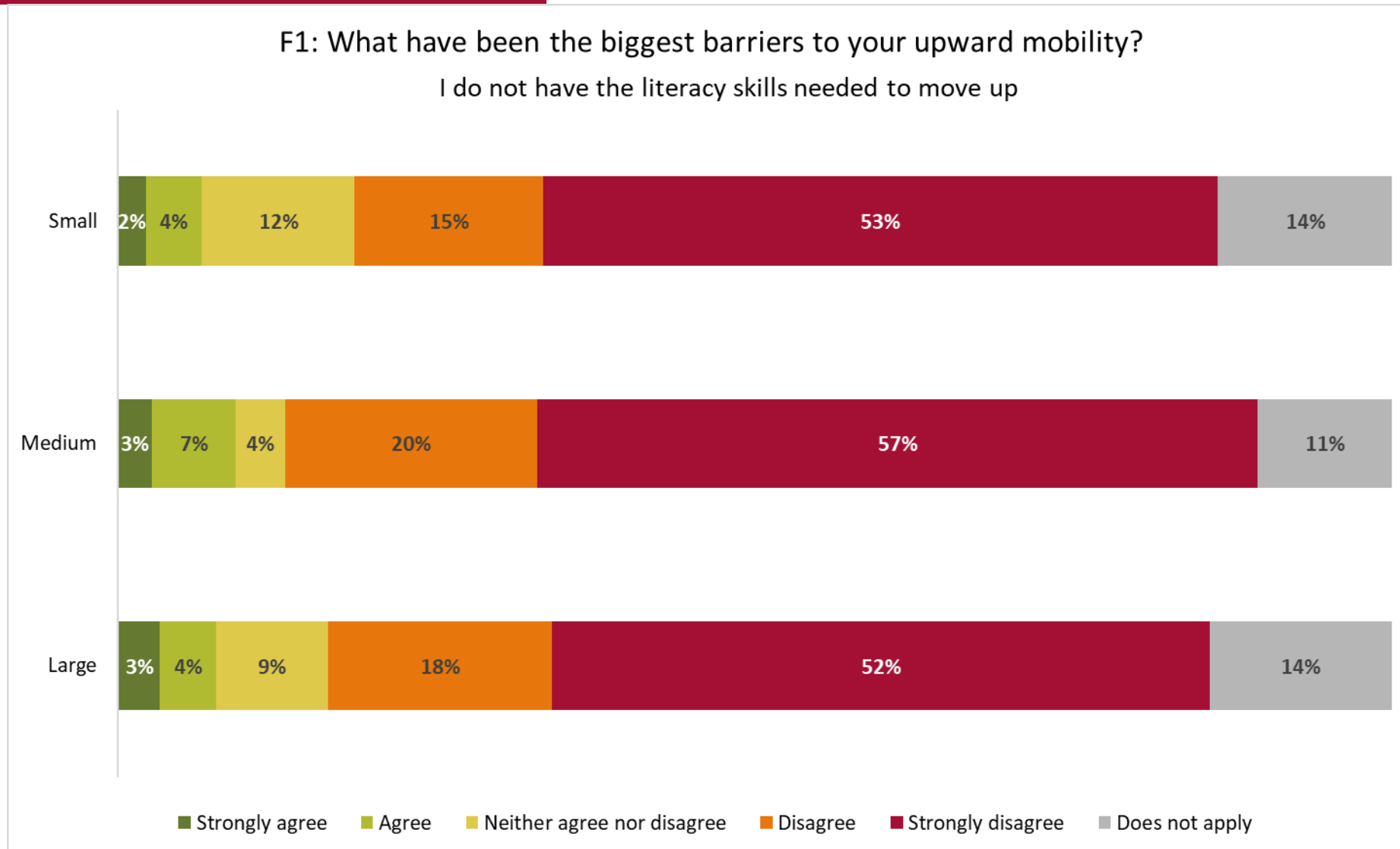
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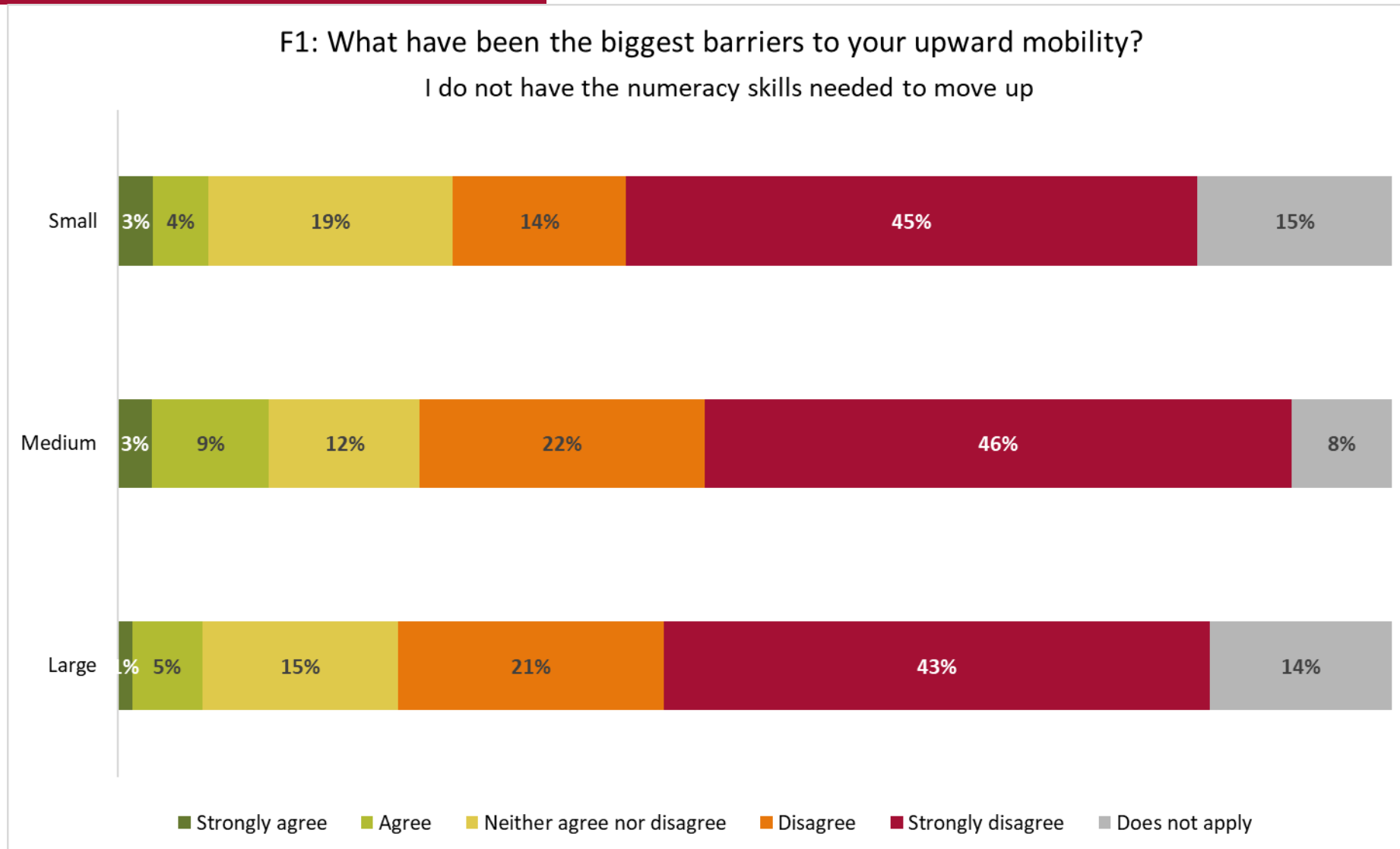
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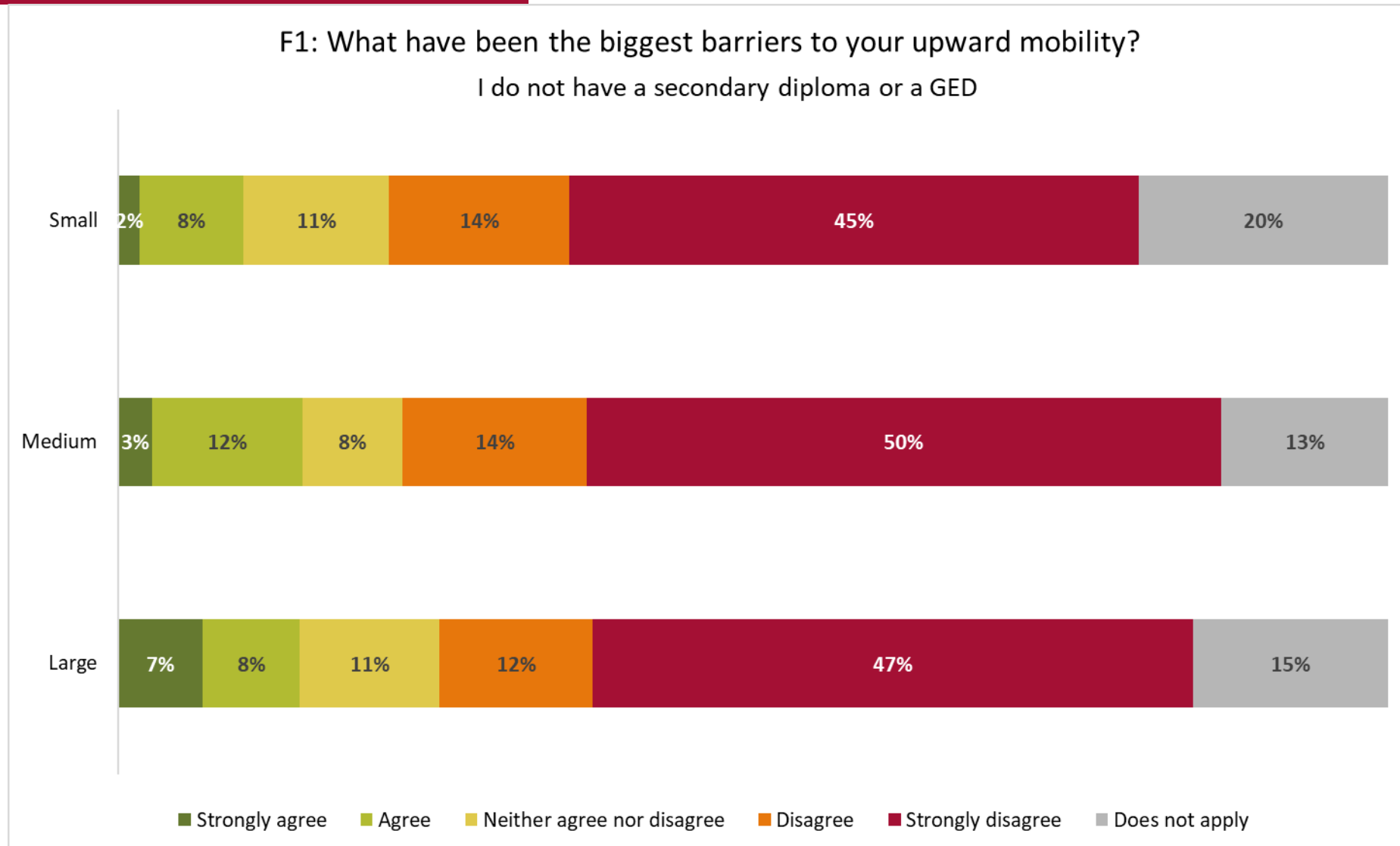
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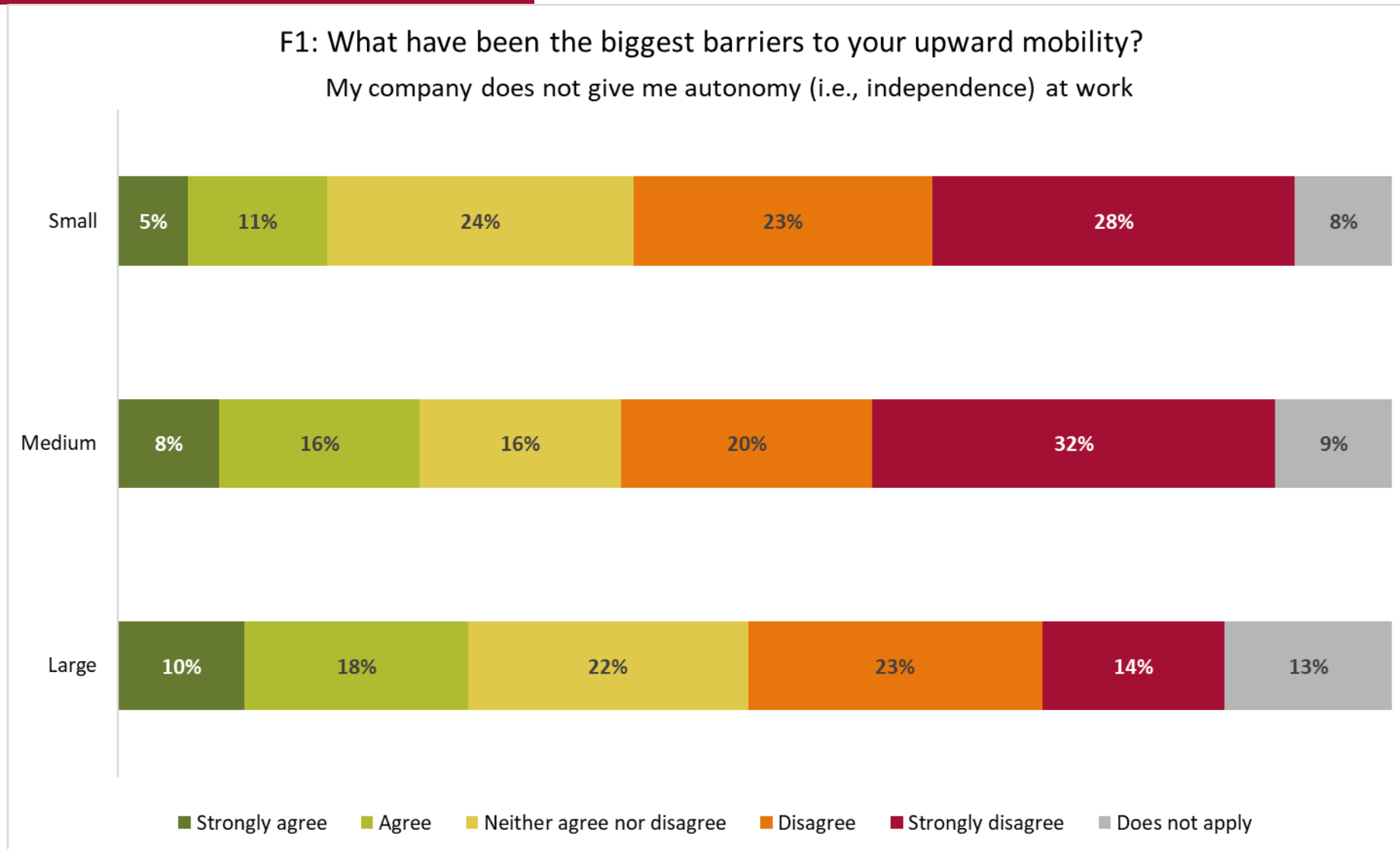
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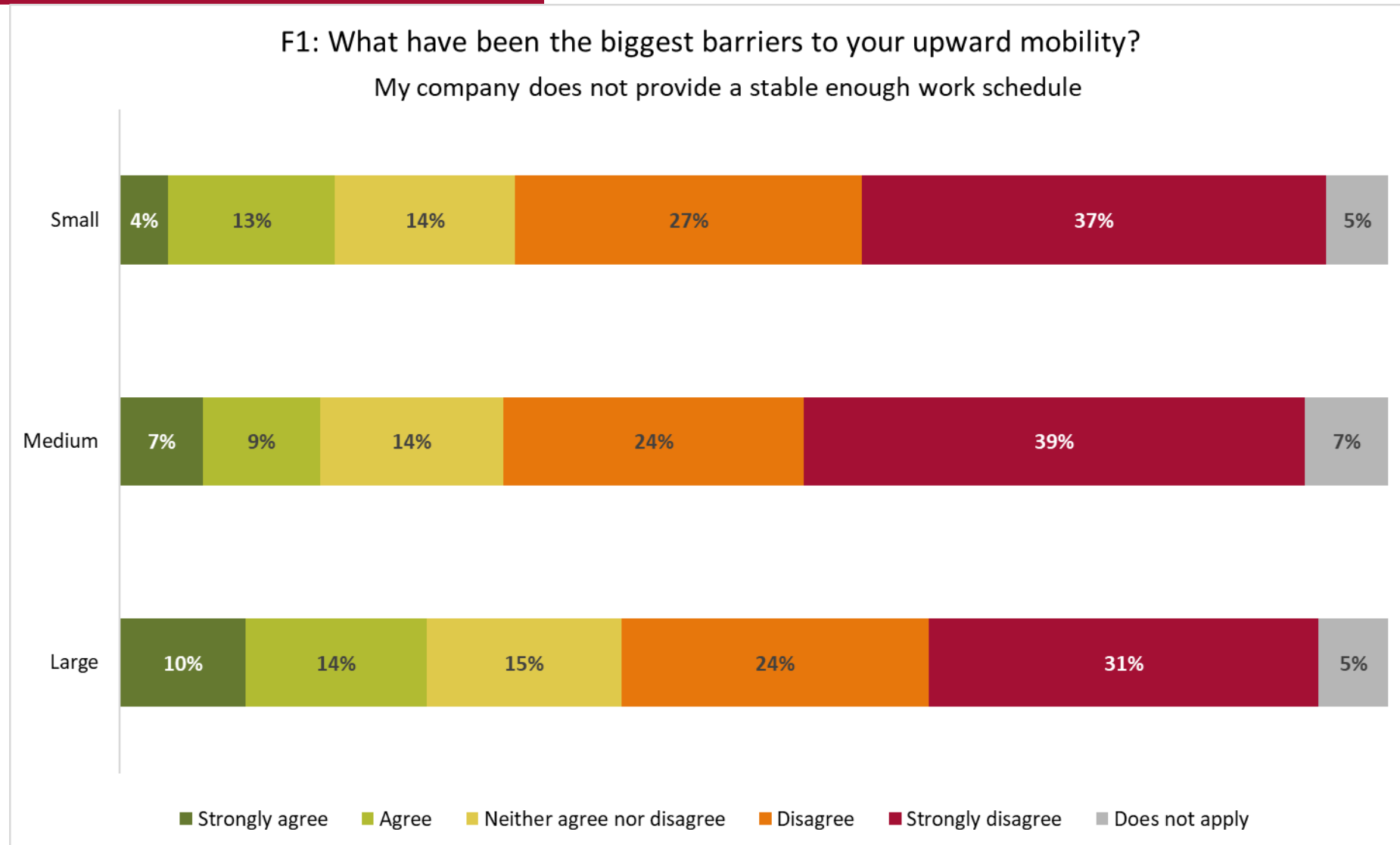
Section F *Job structure*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



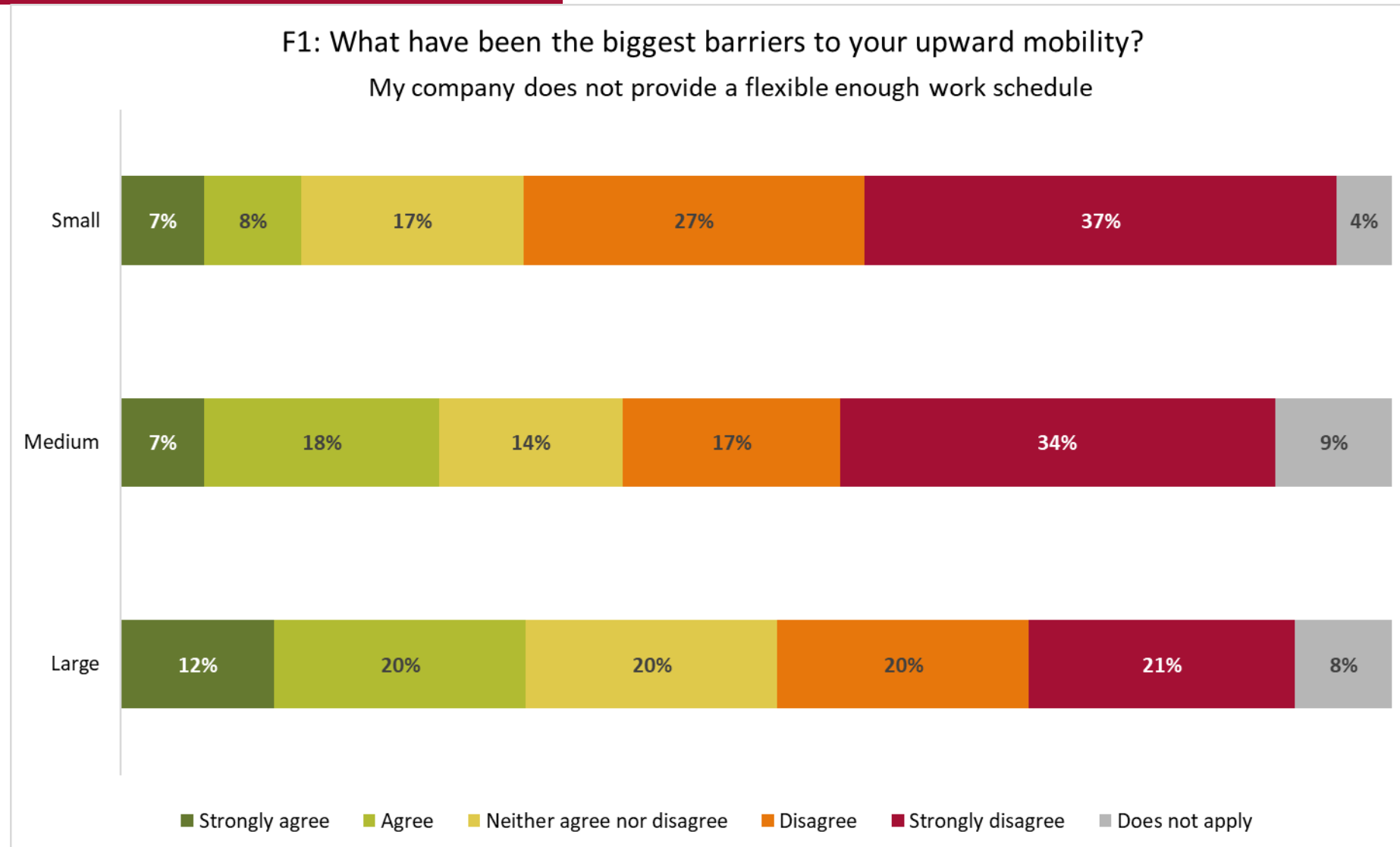
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Section F *Job structure*

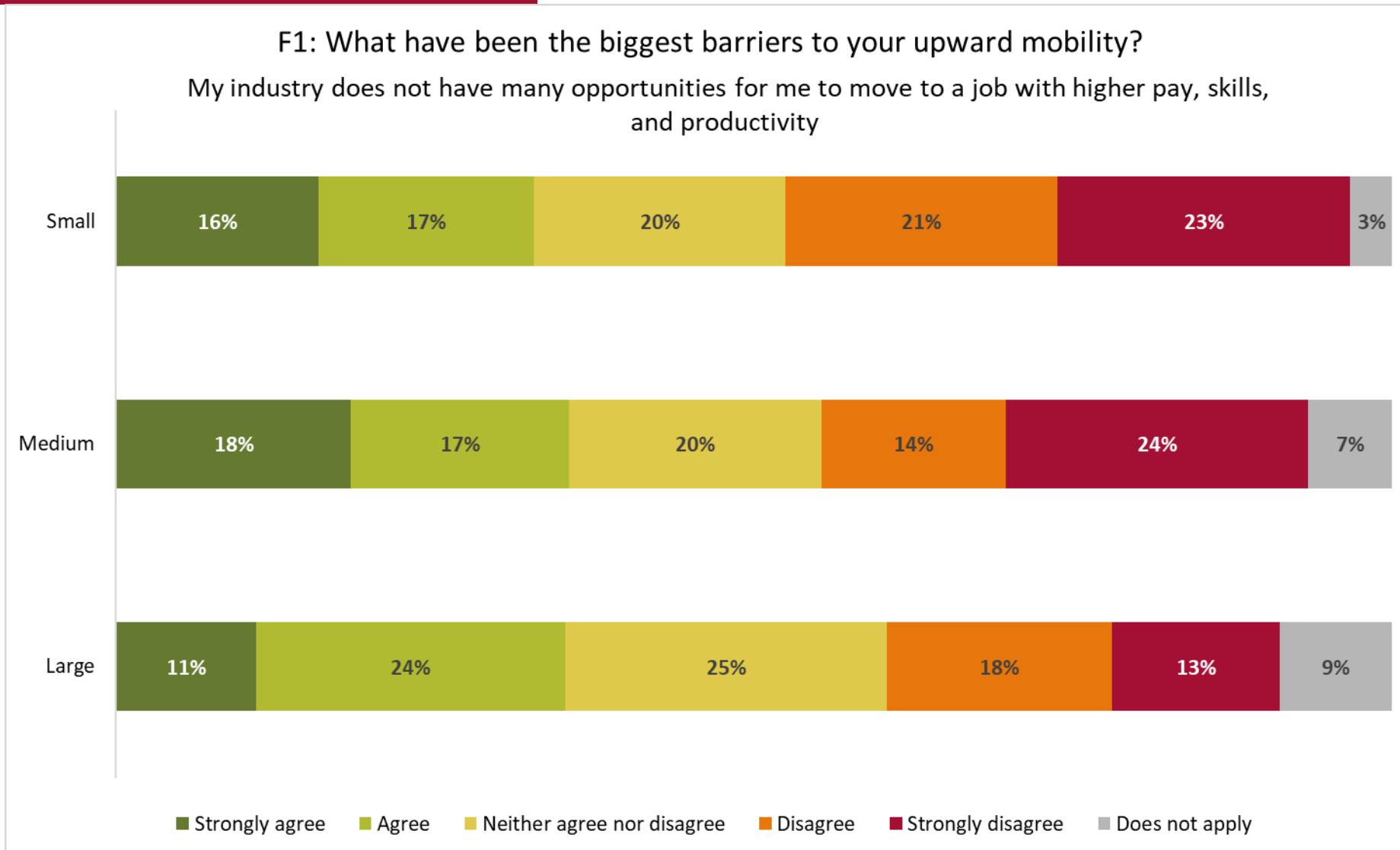
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Company and industry opportunities

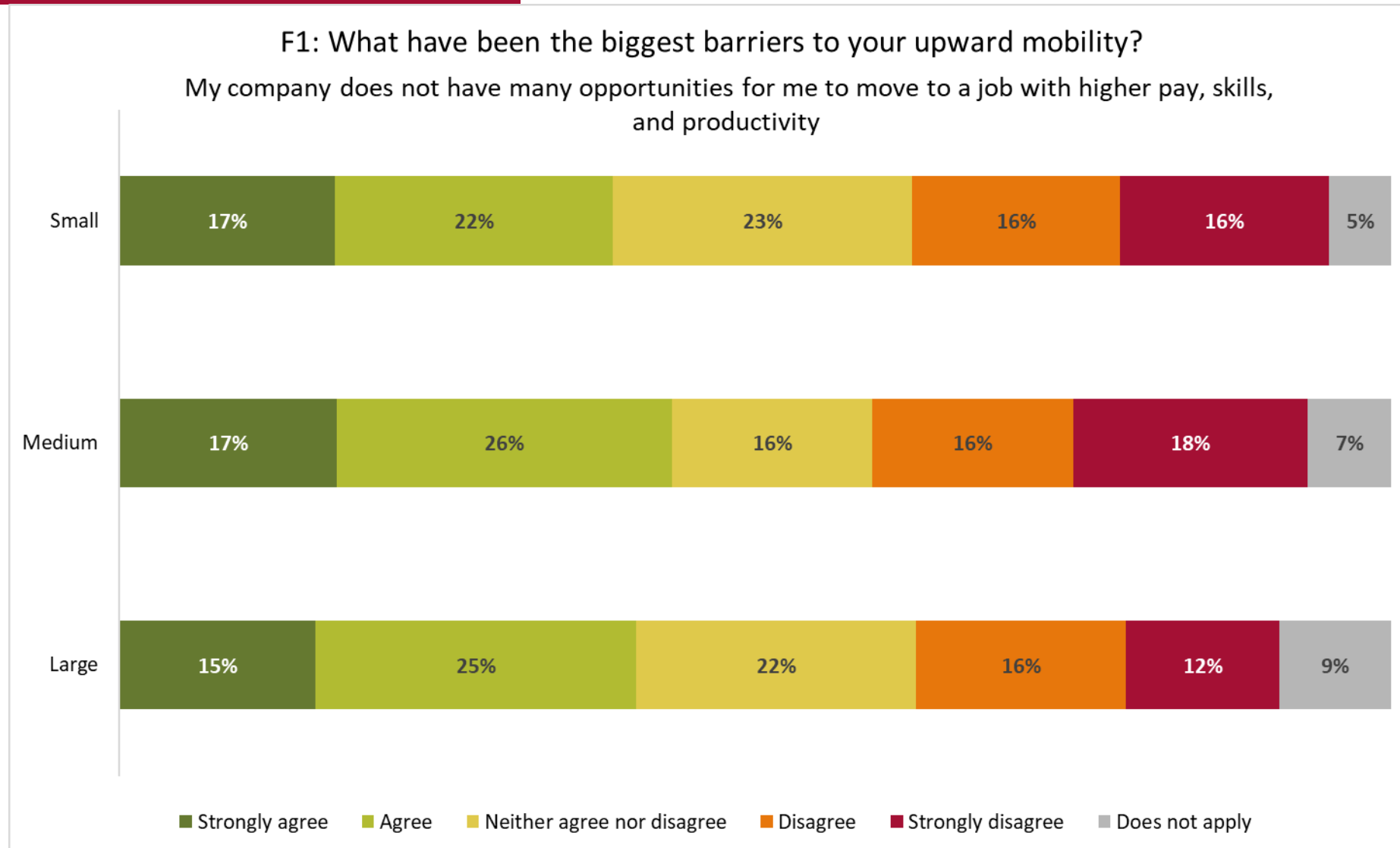
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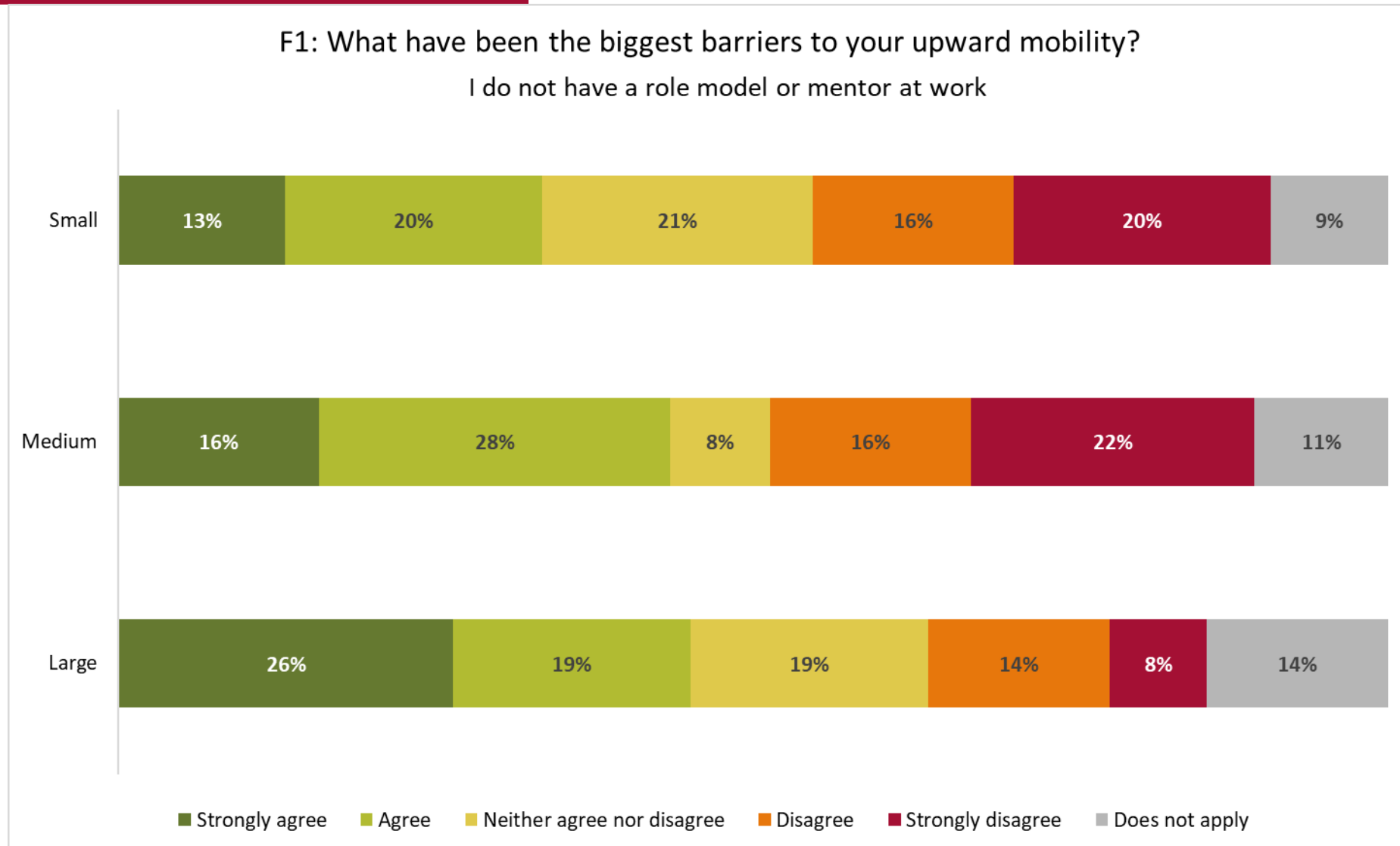
Company and industry opportunities

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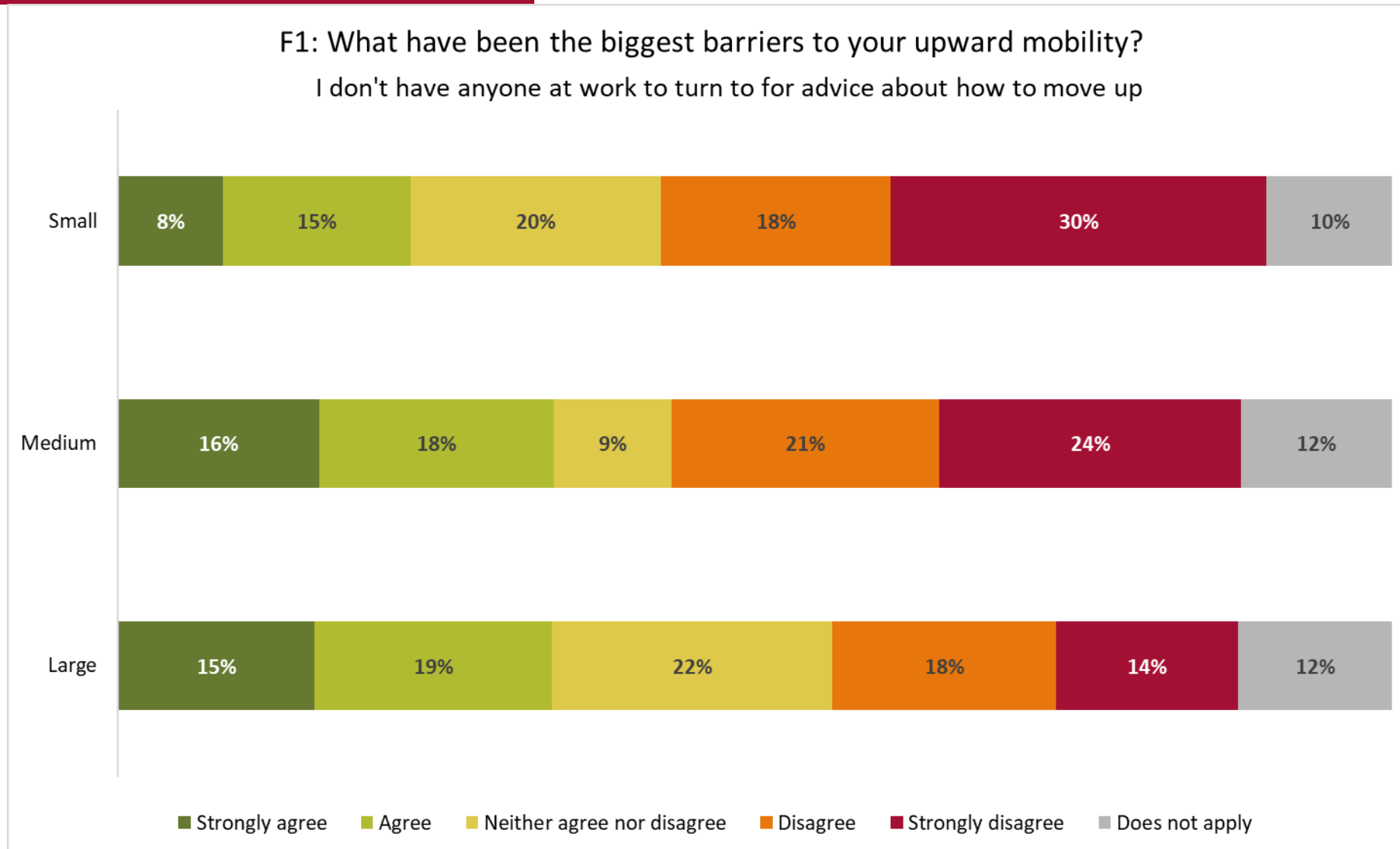
Section F Mentorship

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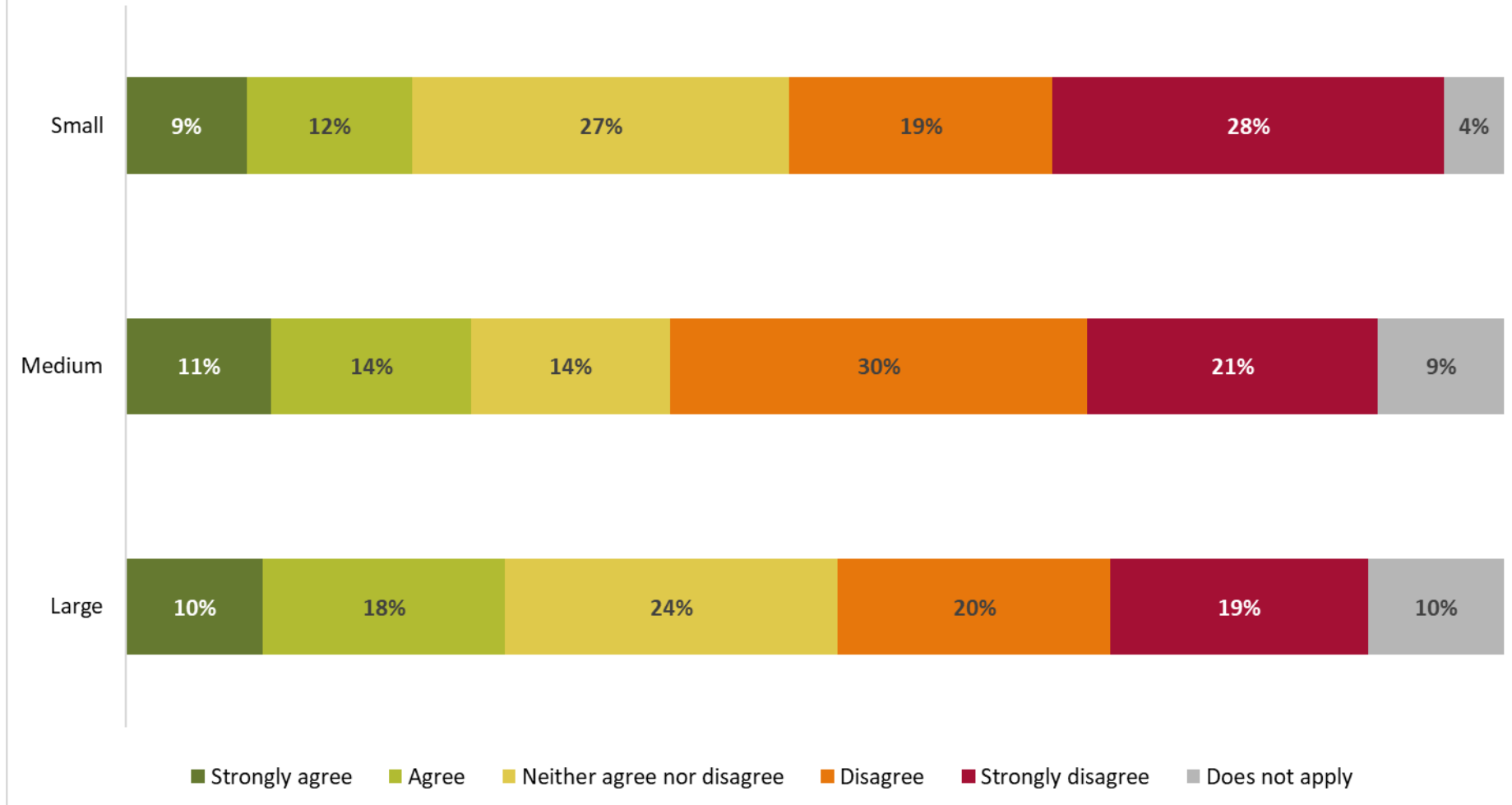


Section F Mentorship

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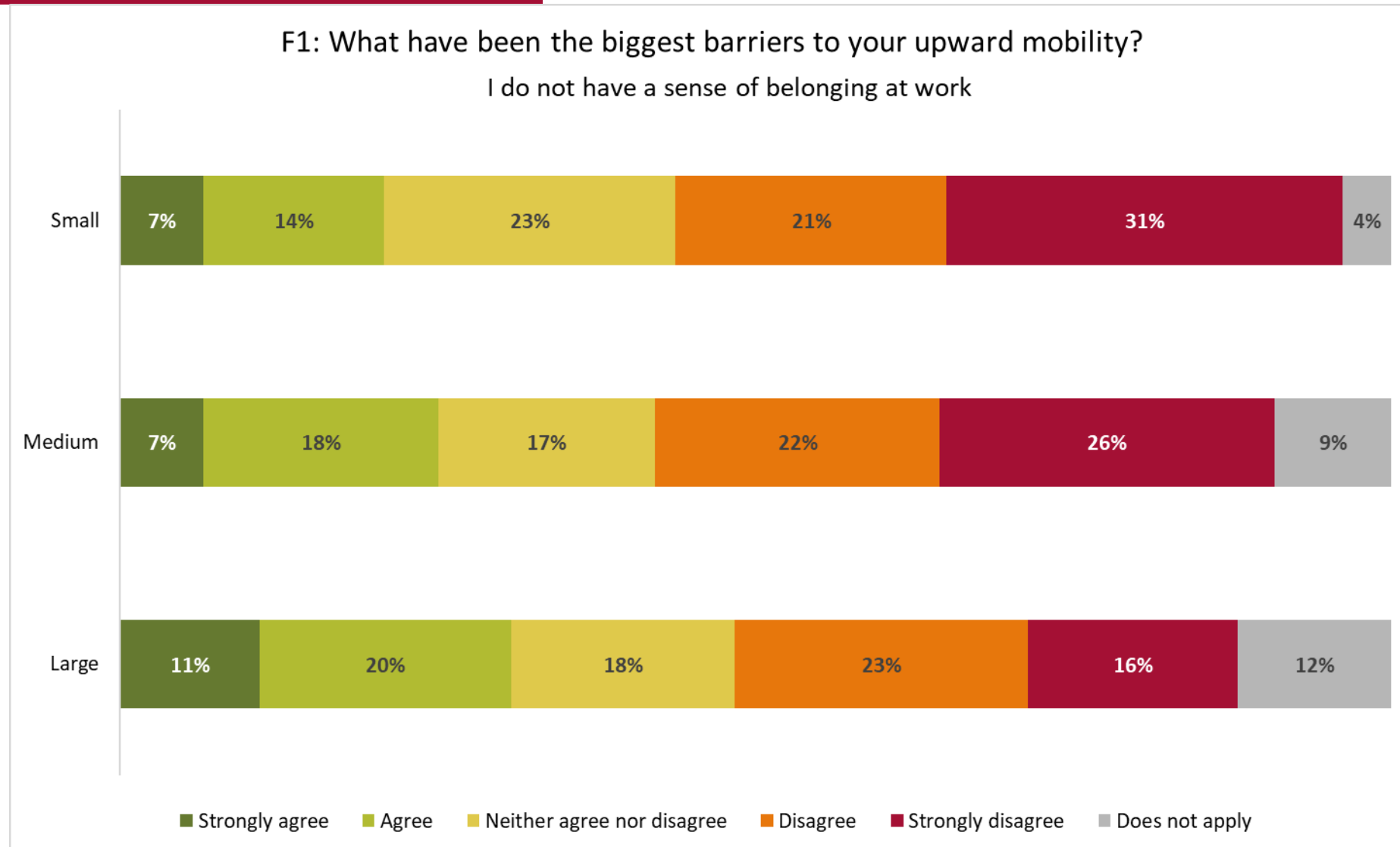
F1: What have been the biggest barriers to your upward mobility?

I don't have anyone at work who I trust



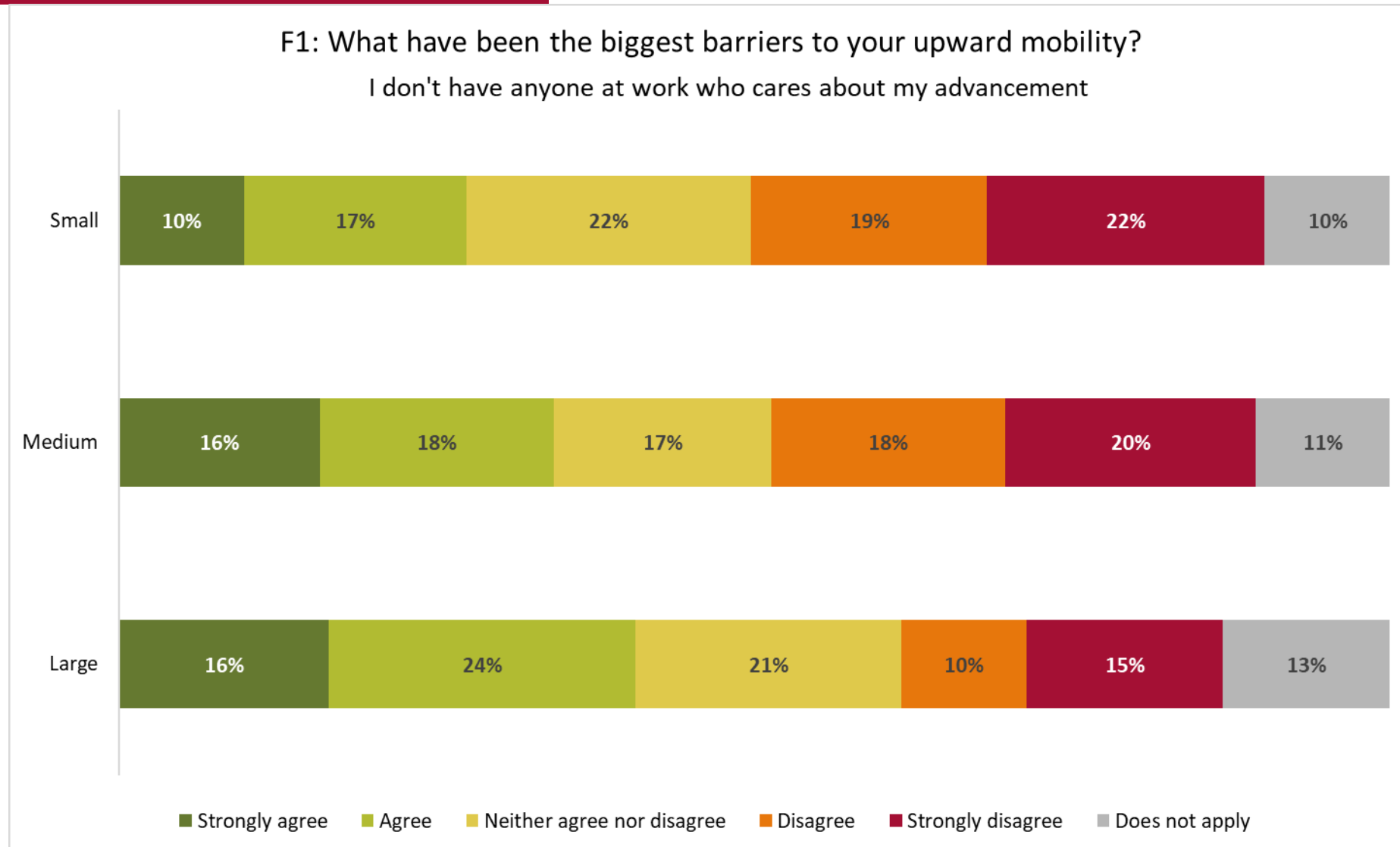
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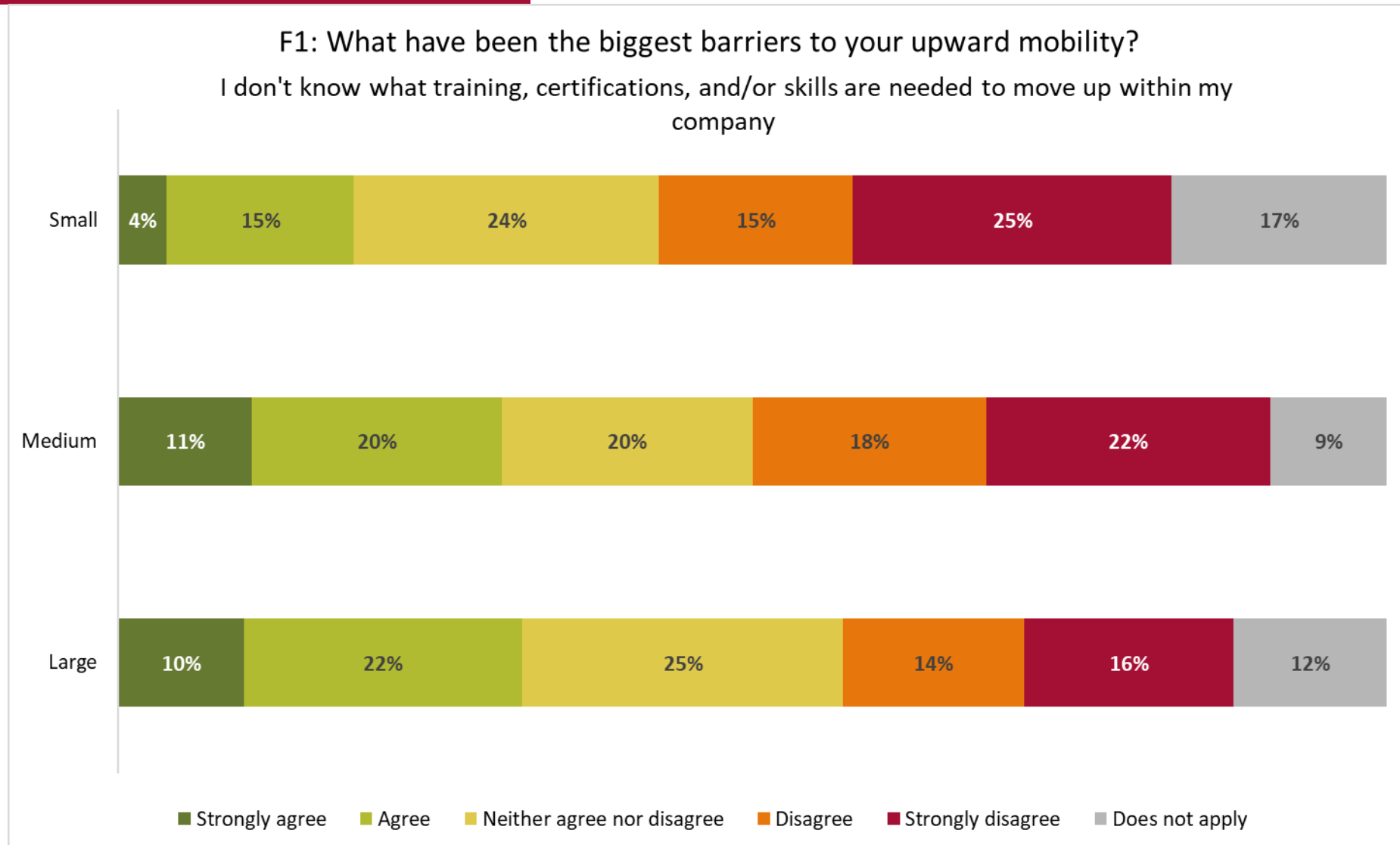
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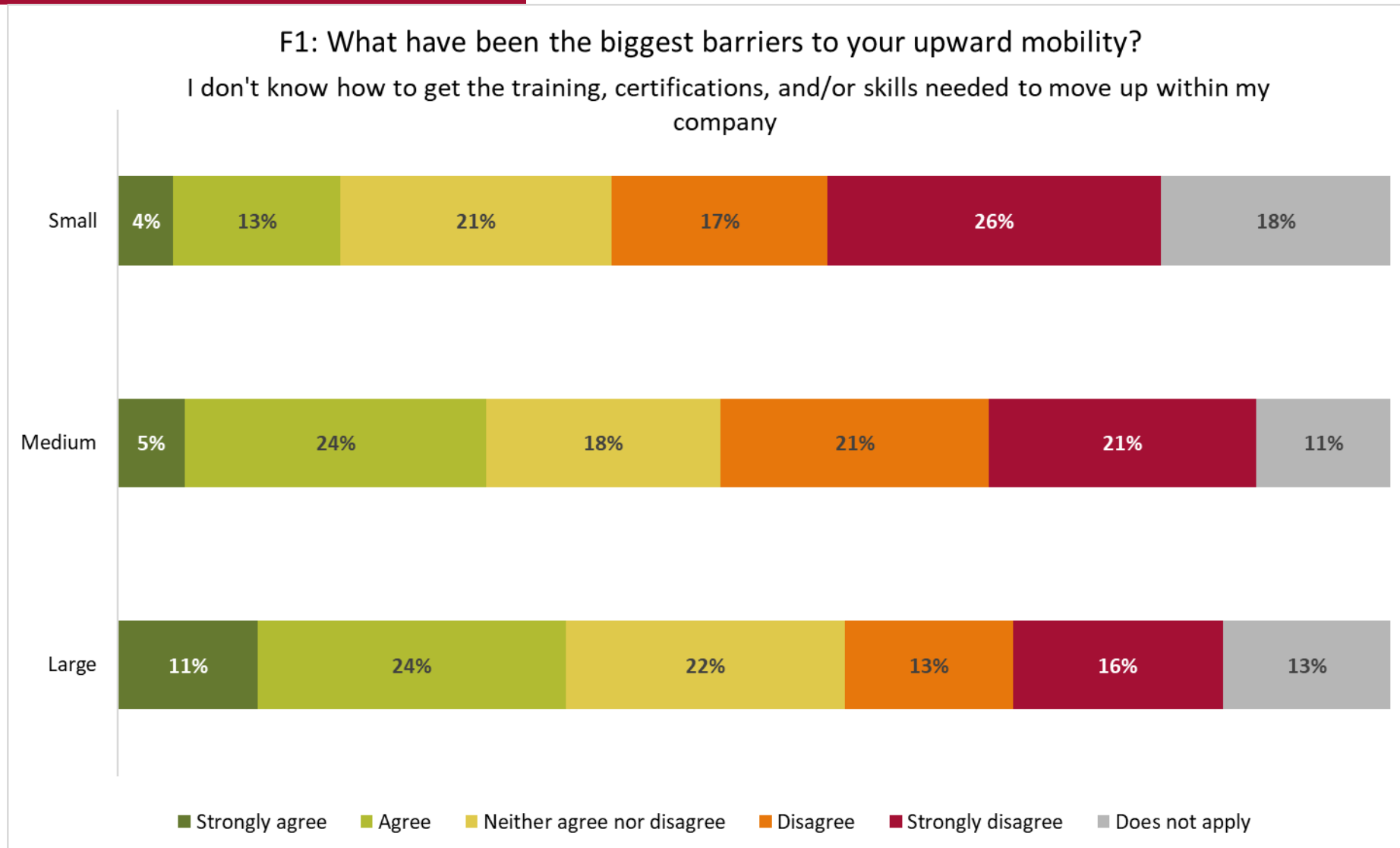
Section F *Career pathways*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



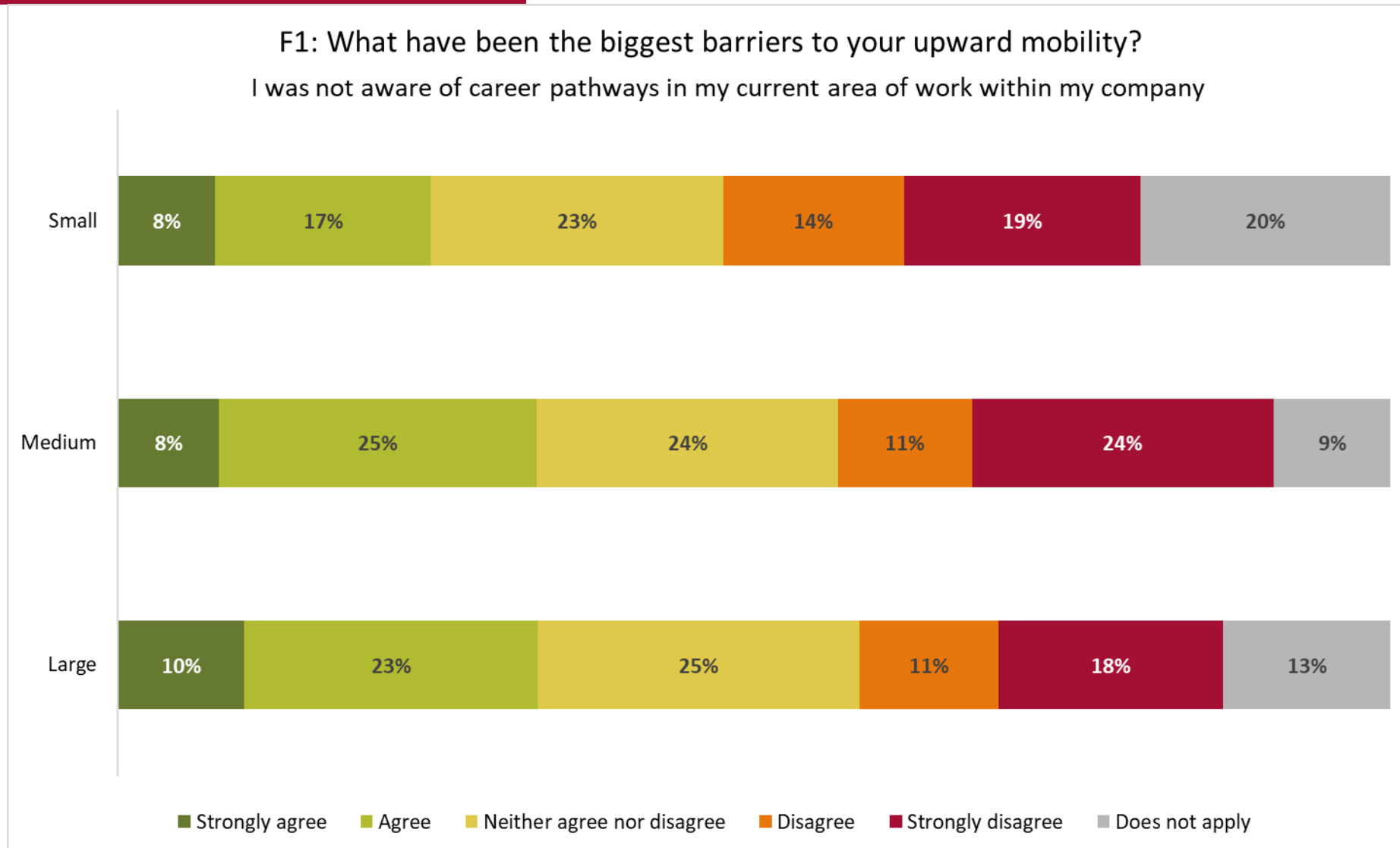
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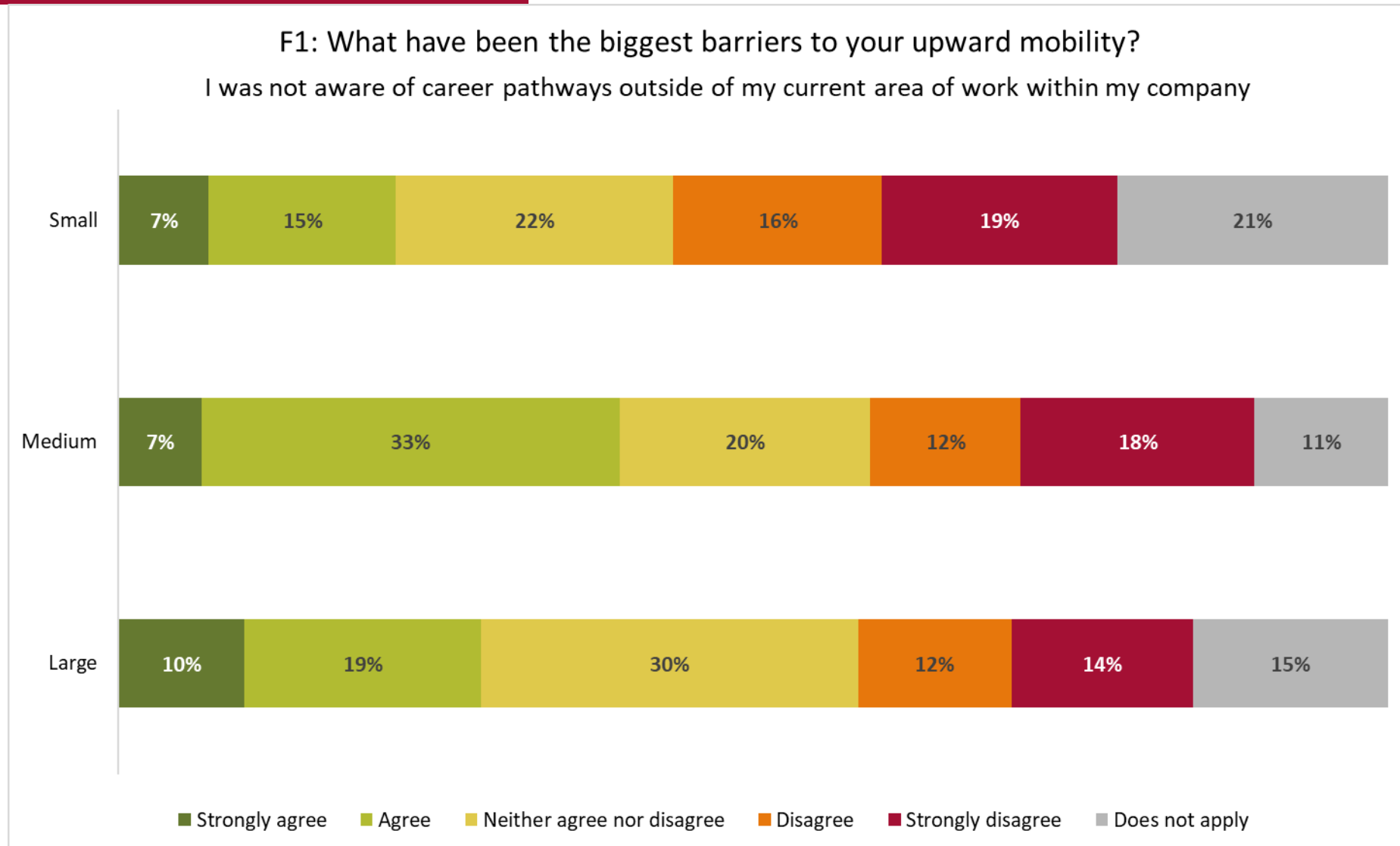
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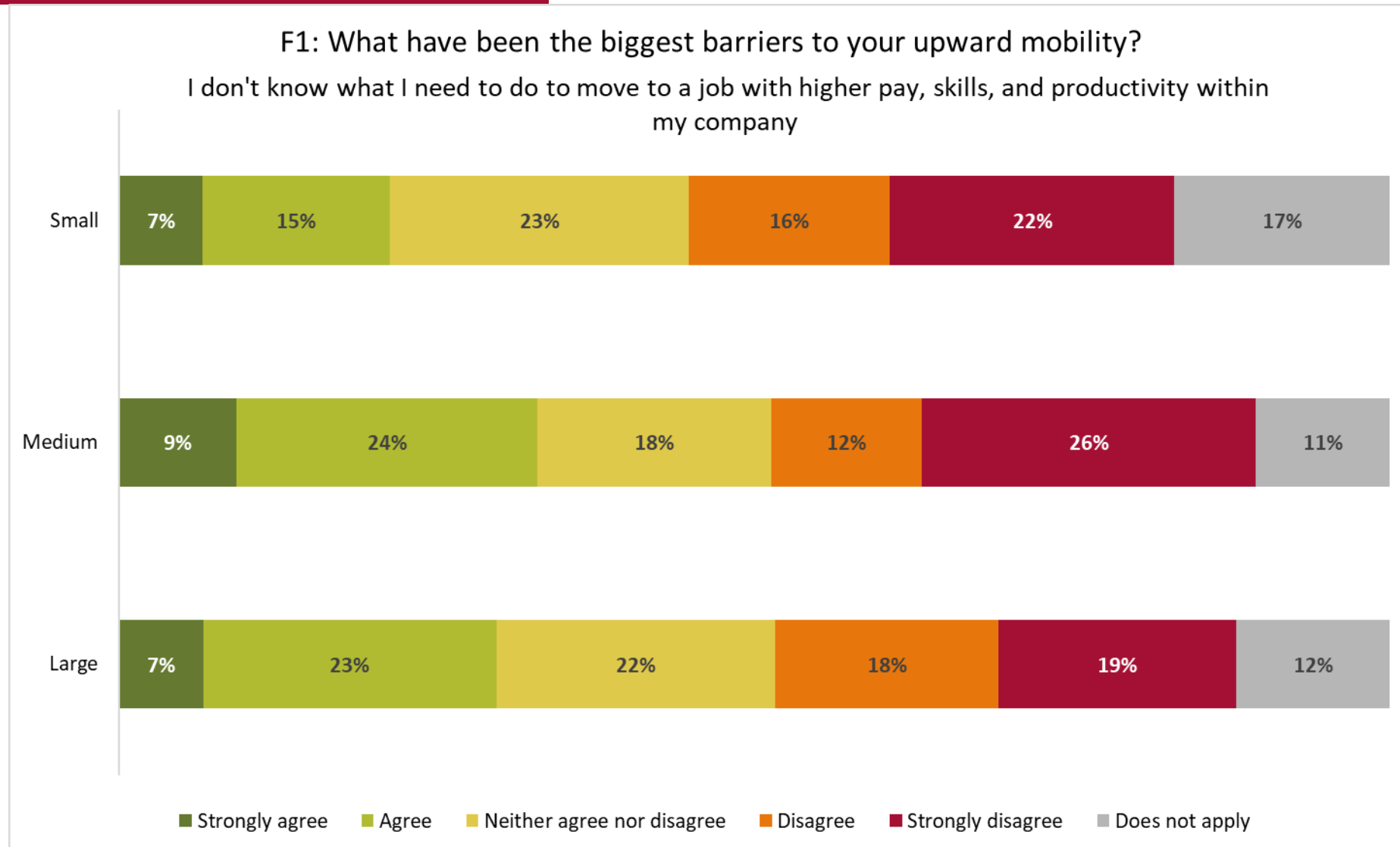
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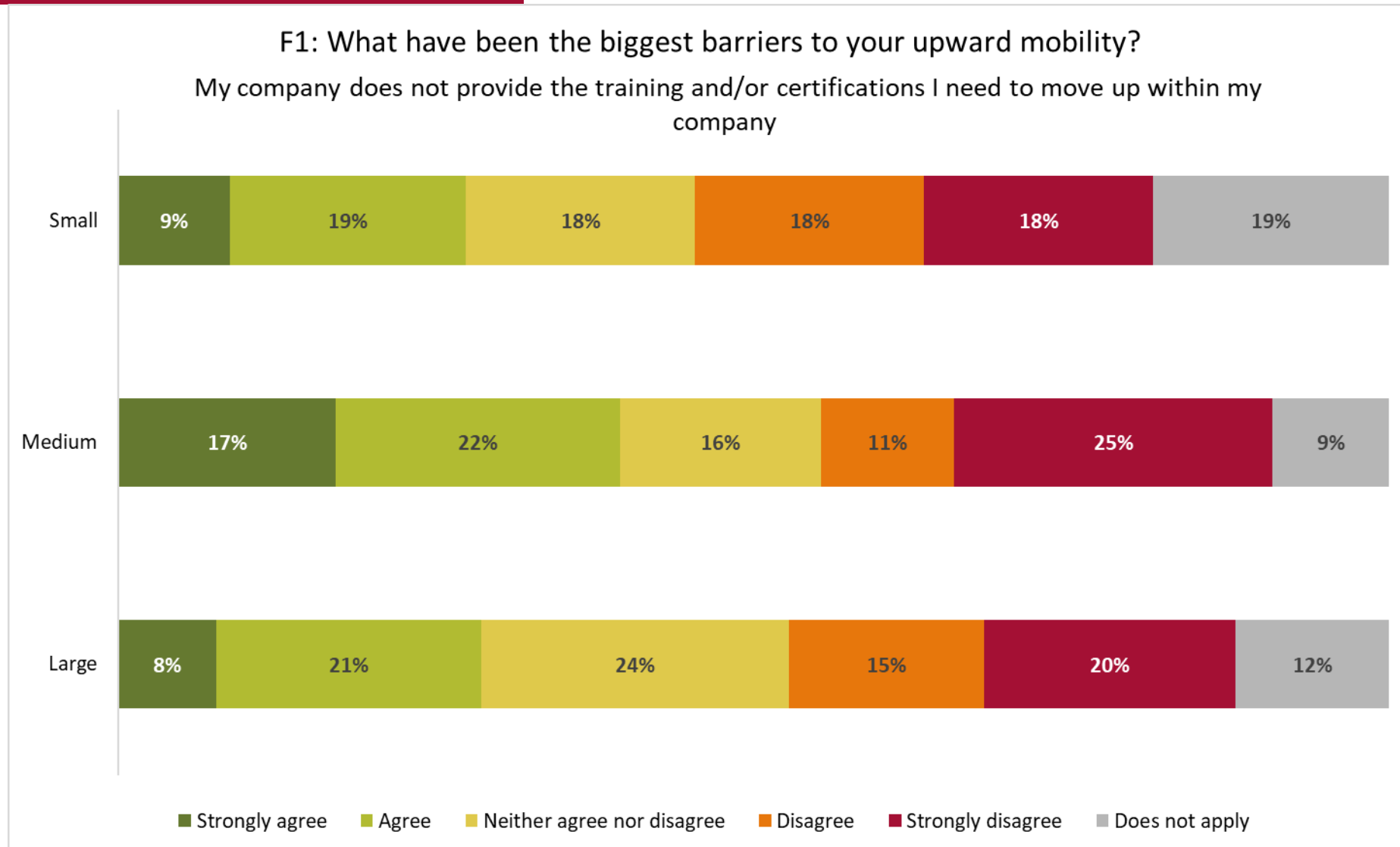
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Section F *Career pathways*

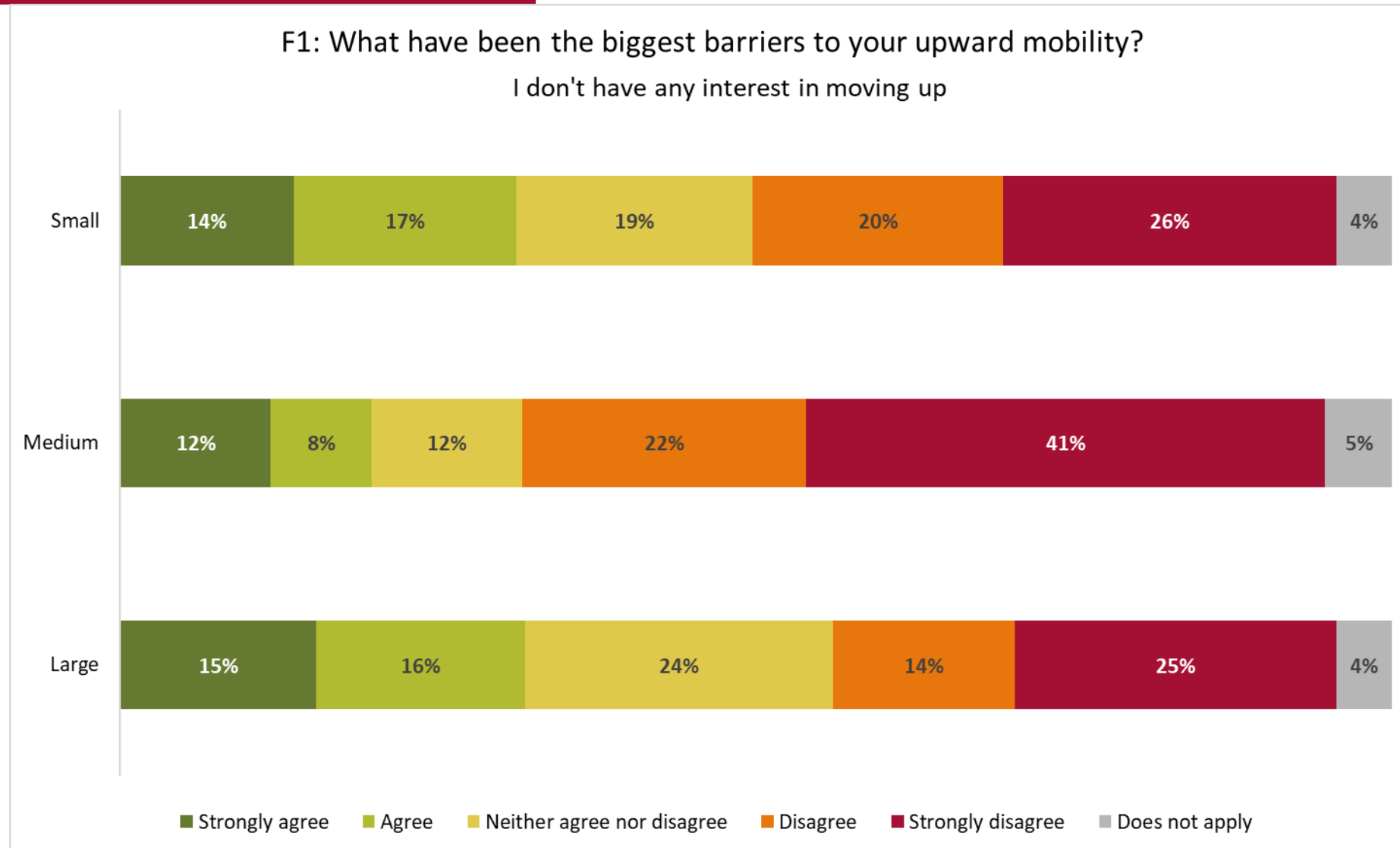
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section F

Attitudes about upward mobility

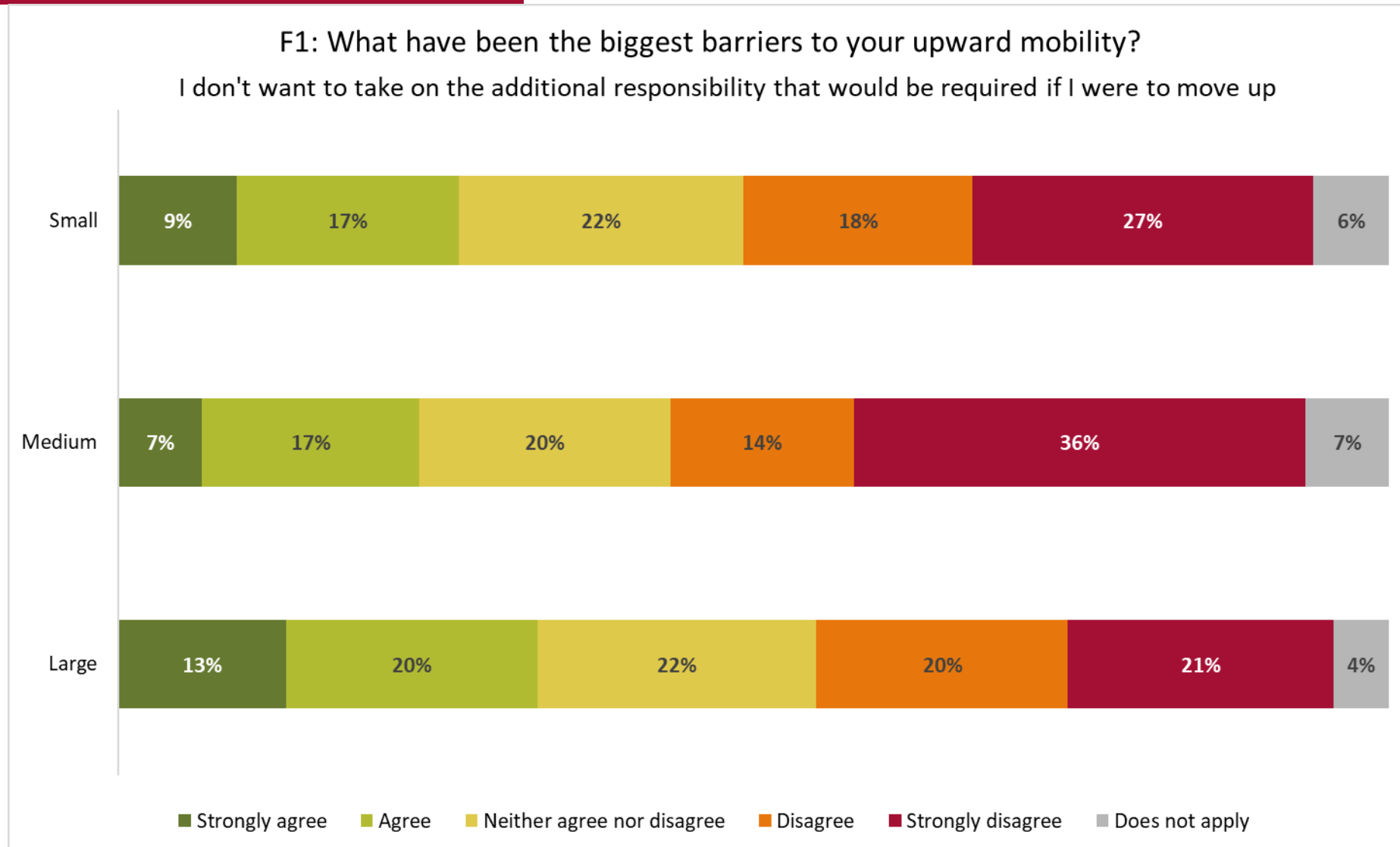
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Section F

Attitudes about upward mobility

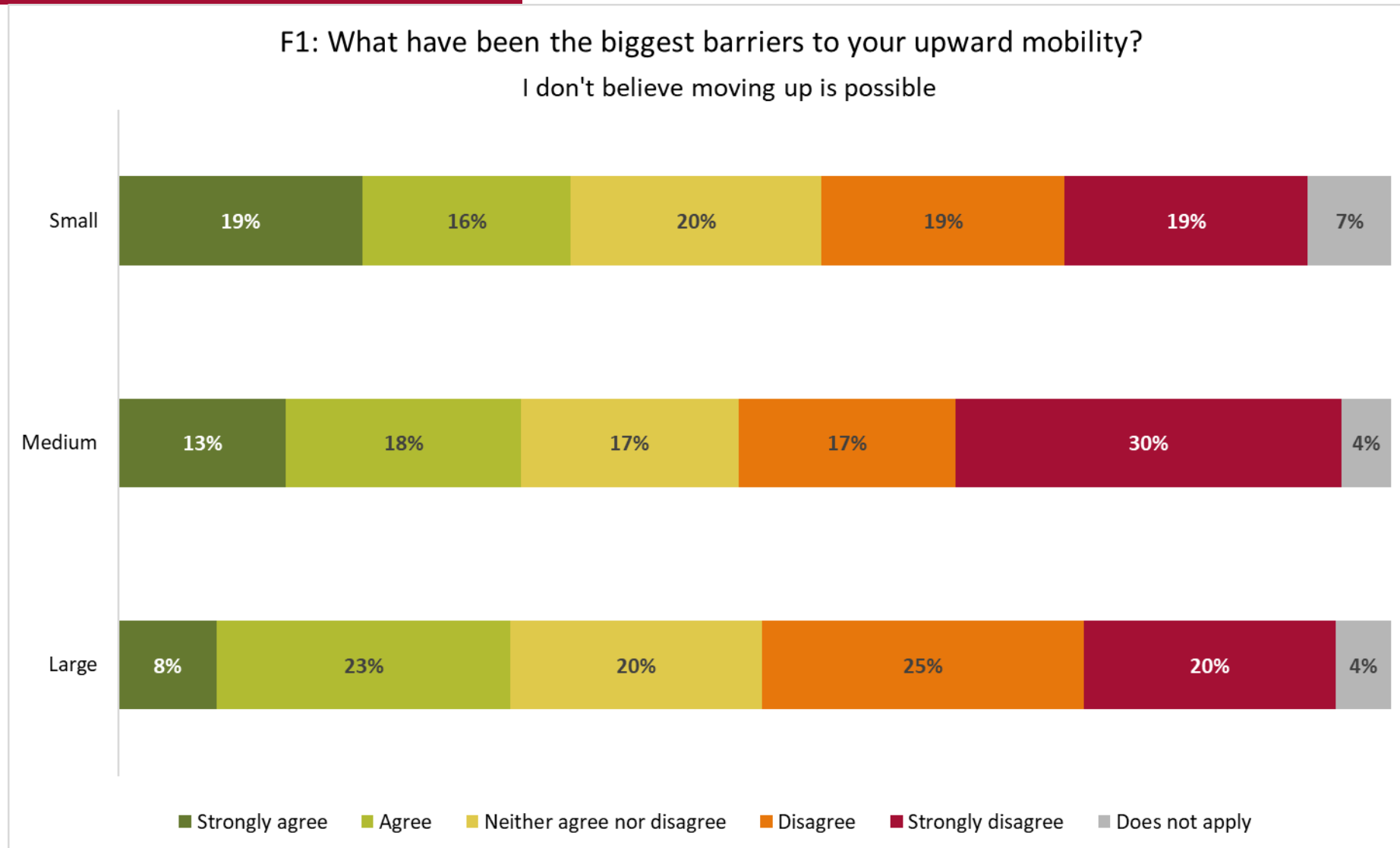
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Section F

Attitudes about upward mobility

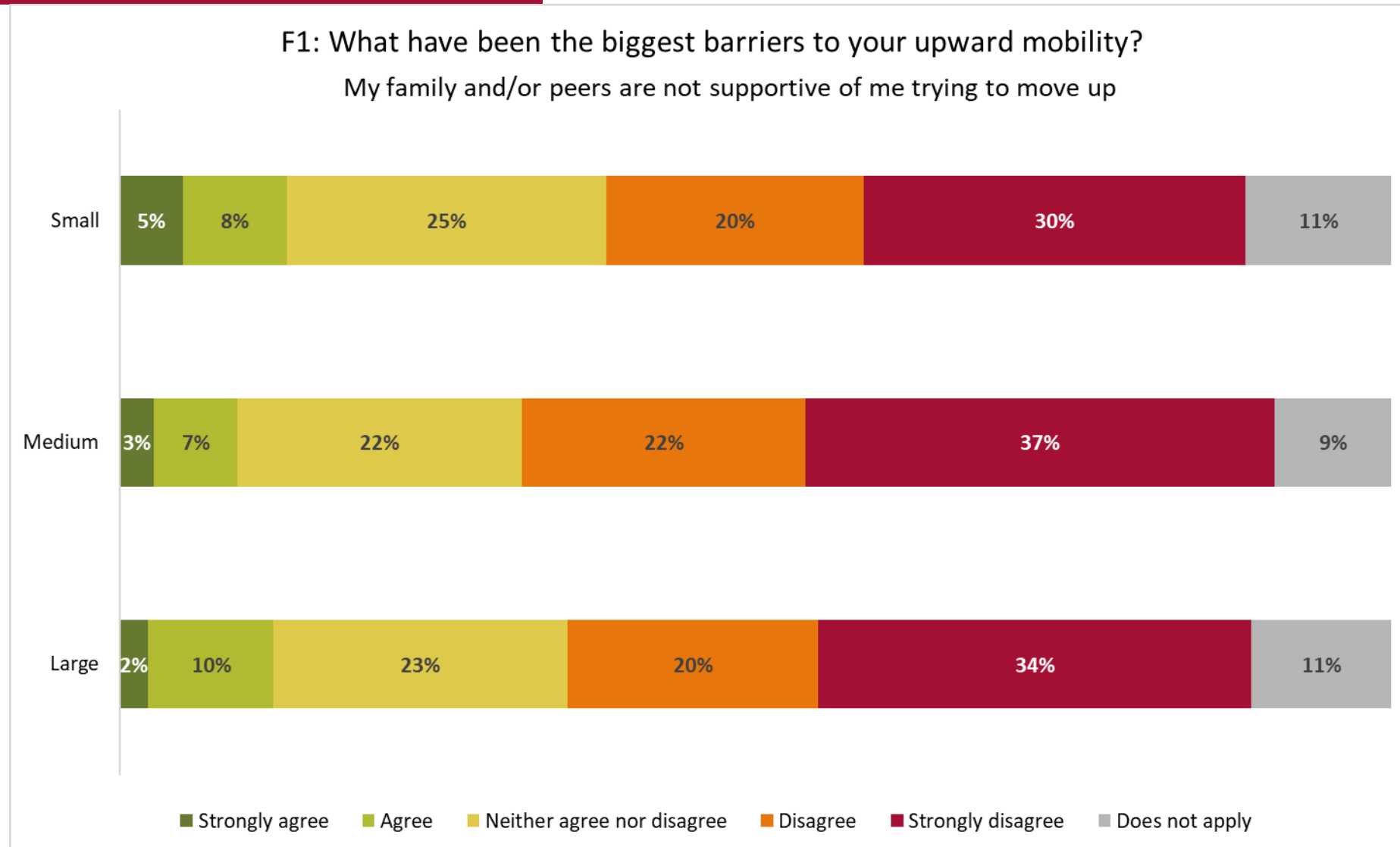
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Section F

Attitudes about upward mobility

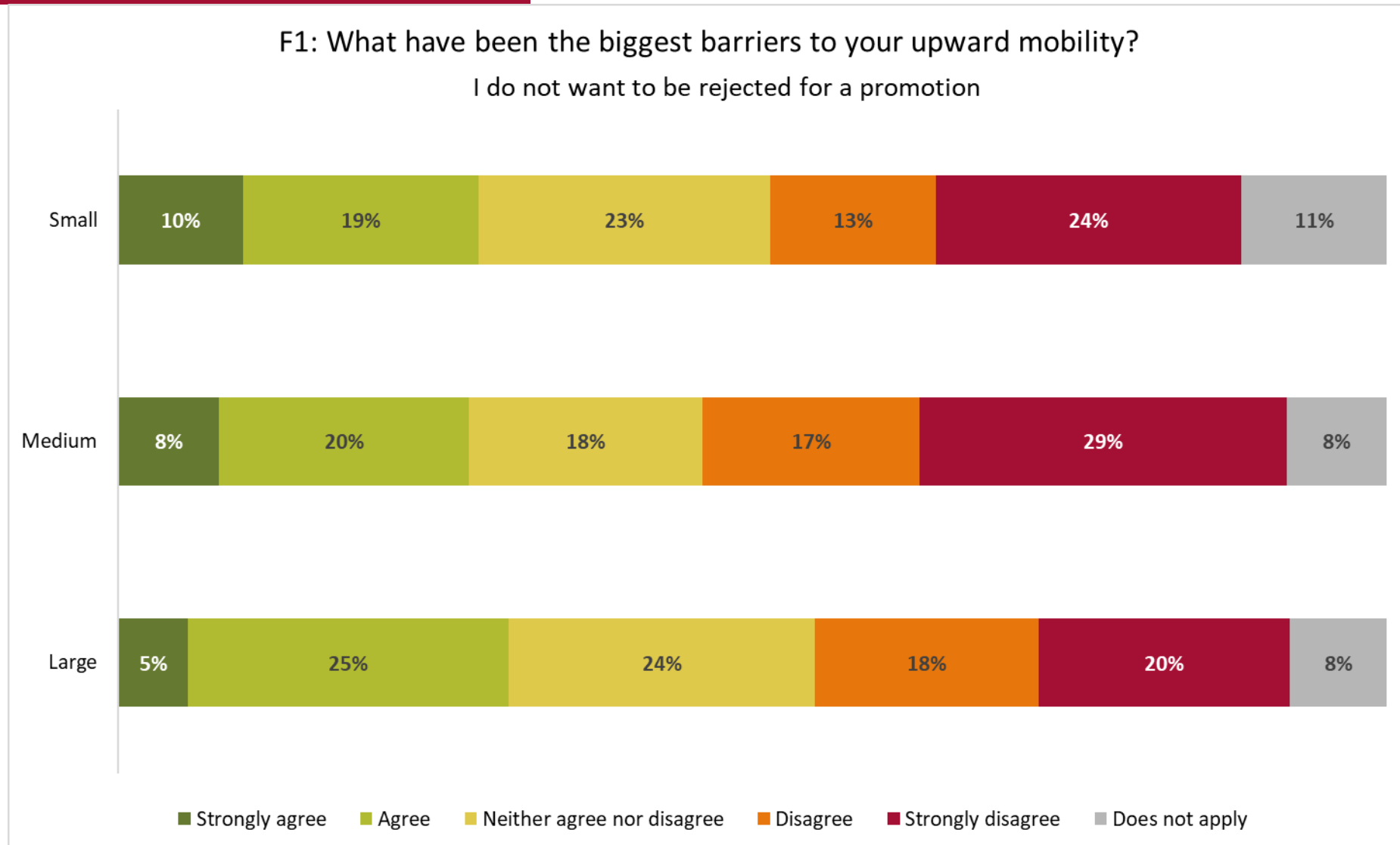
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Section F

Attitudes about upward mobility

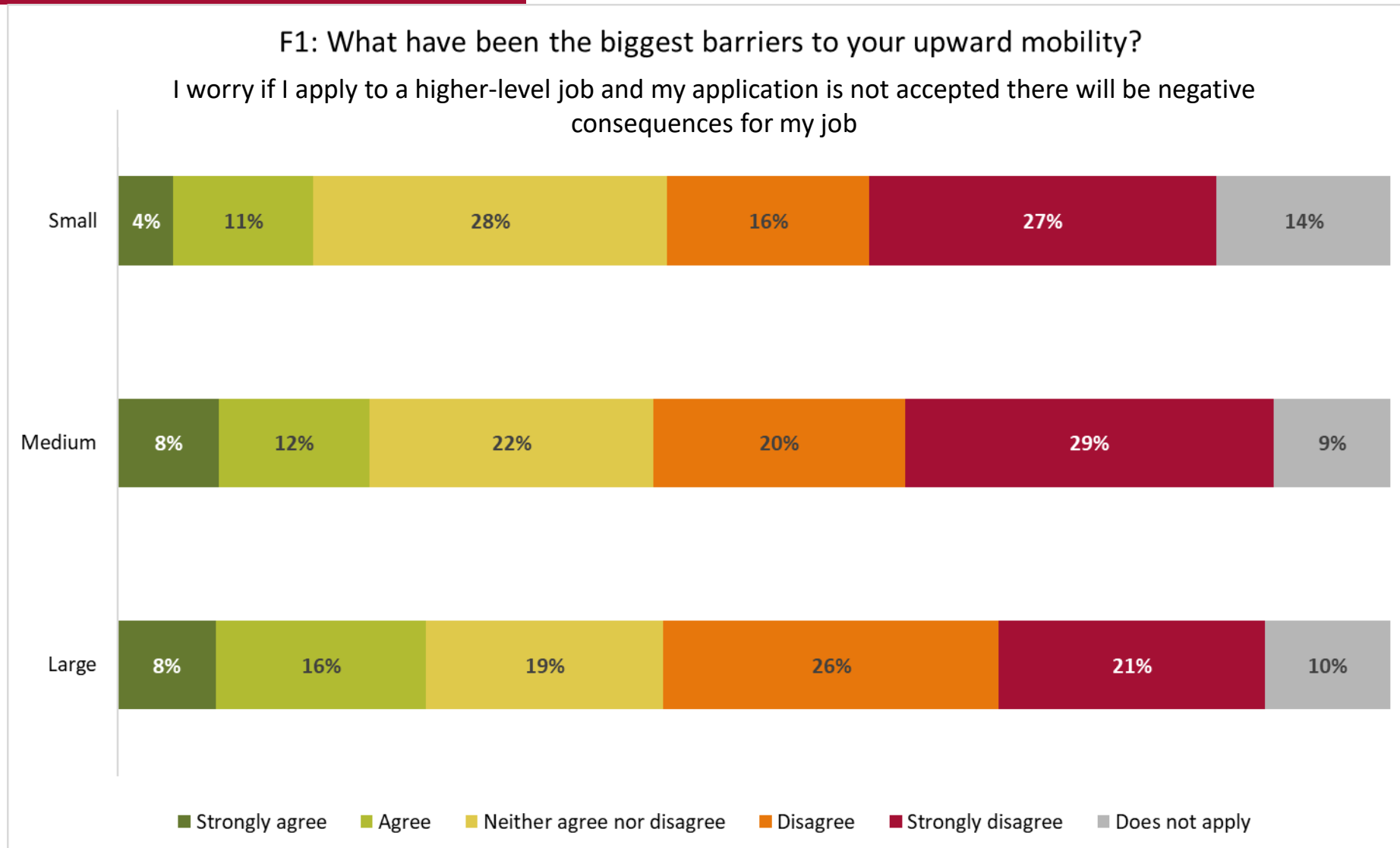
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Section F

Attitudes about upward mobility

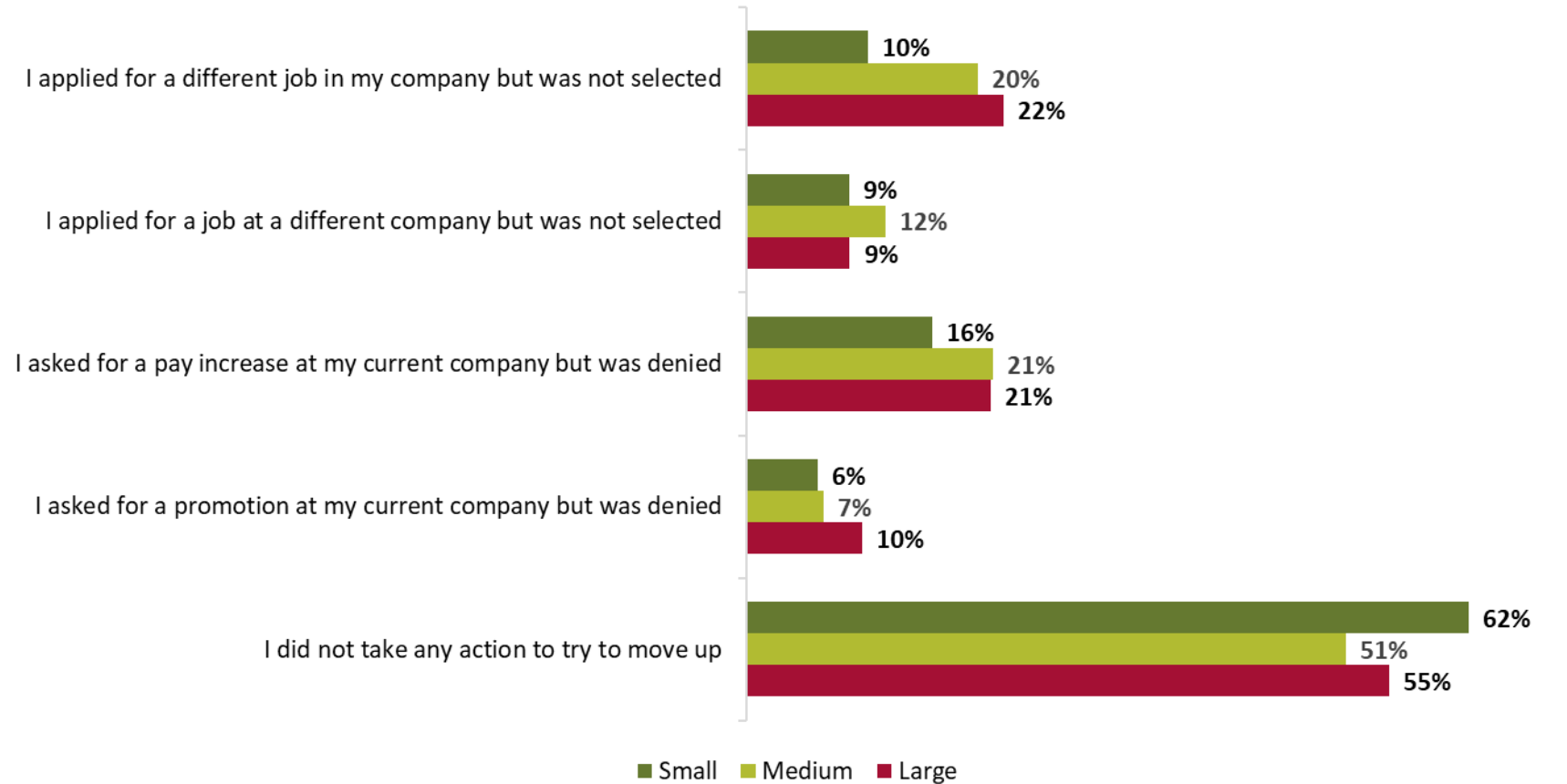
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Section F

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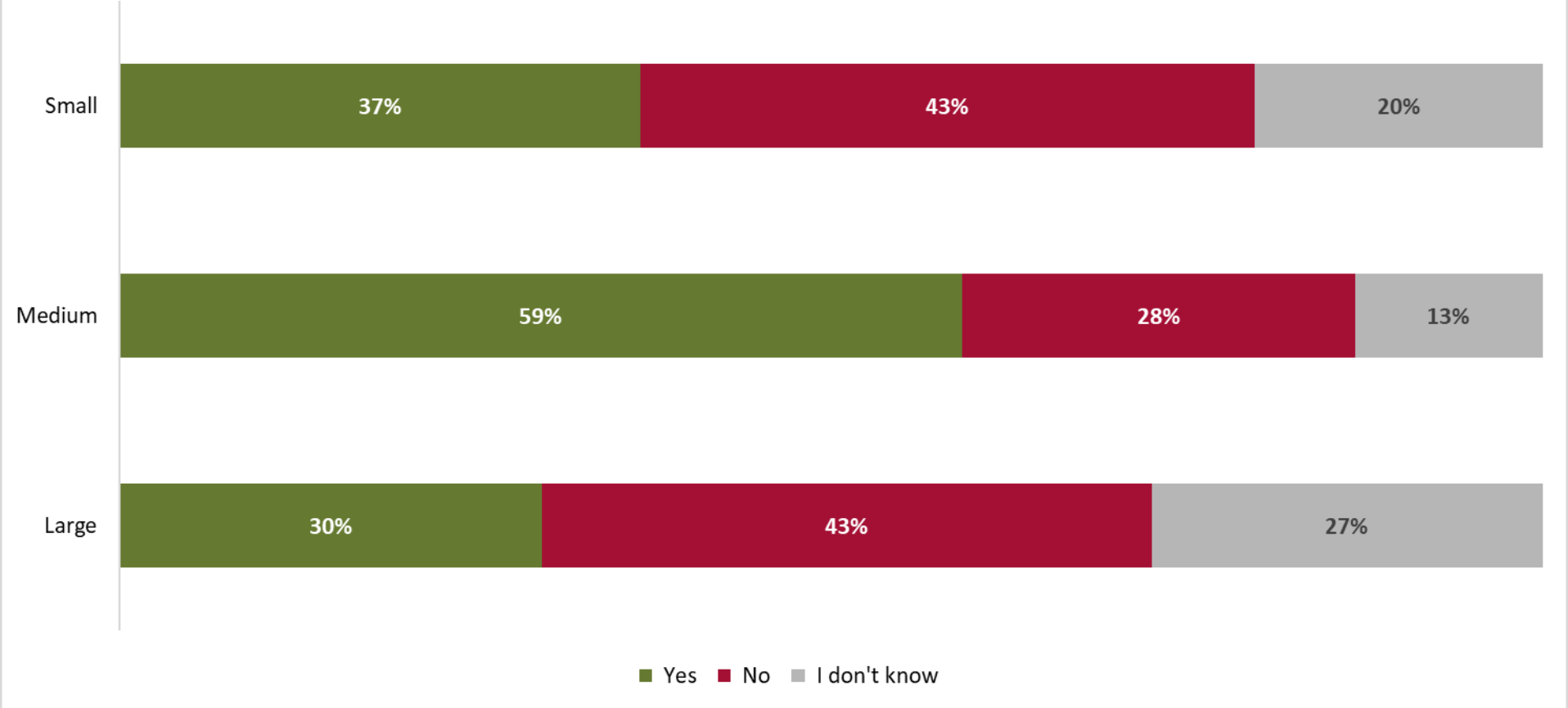
F2: What action did you take to try to move up in your career over the past three years?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

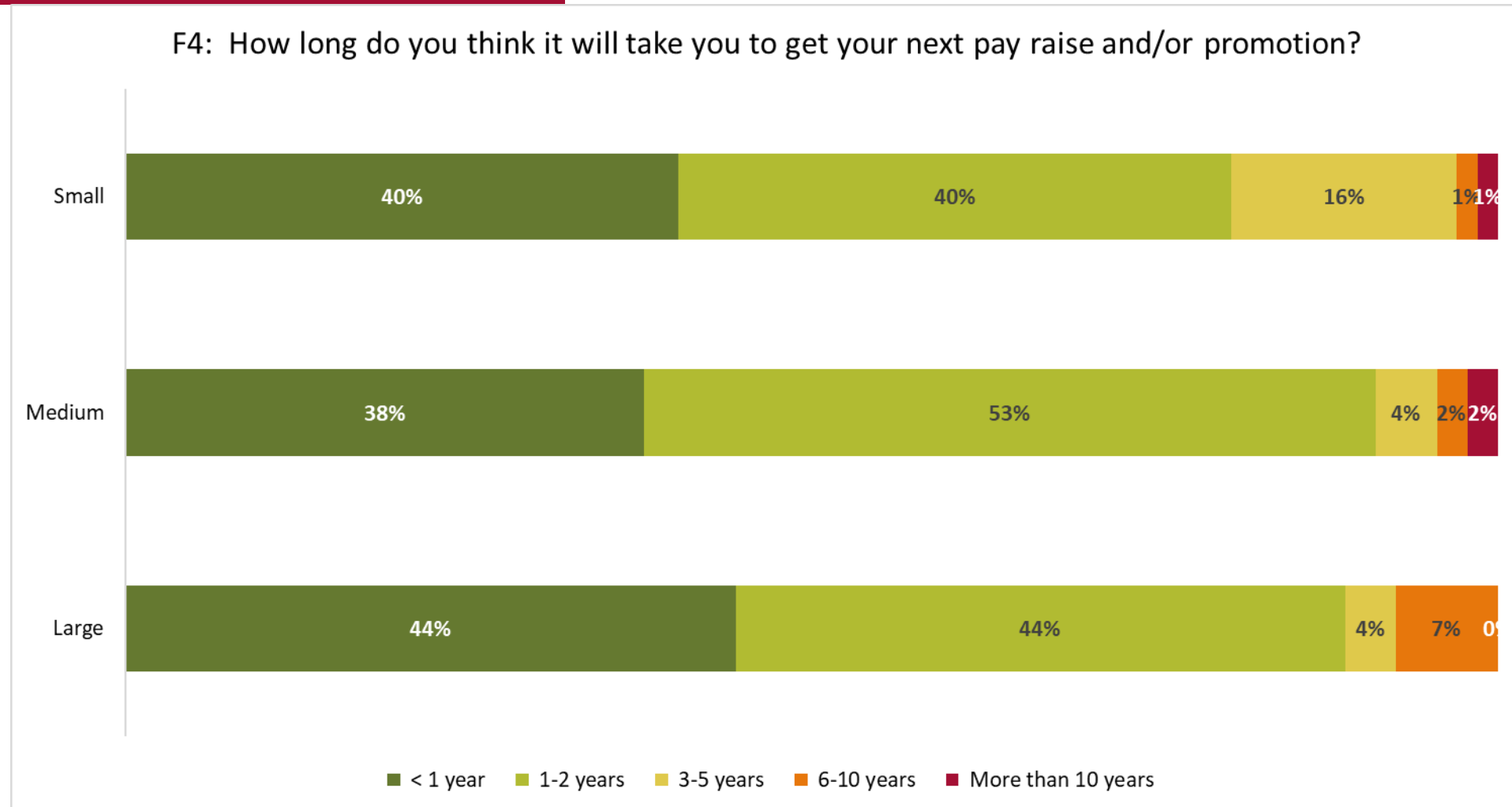
Section F

F3: Do you expect to have upward mobility in your future (at your current company or elsewhere)?



Section F

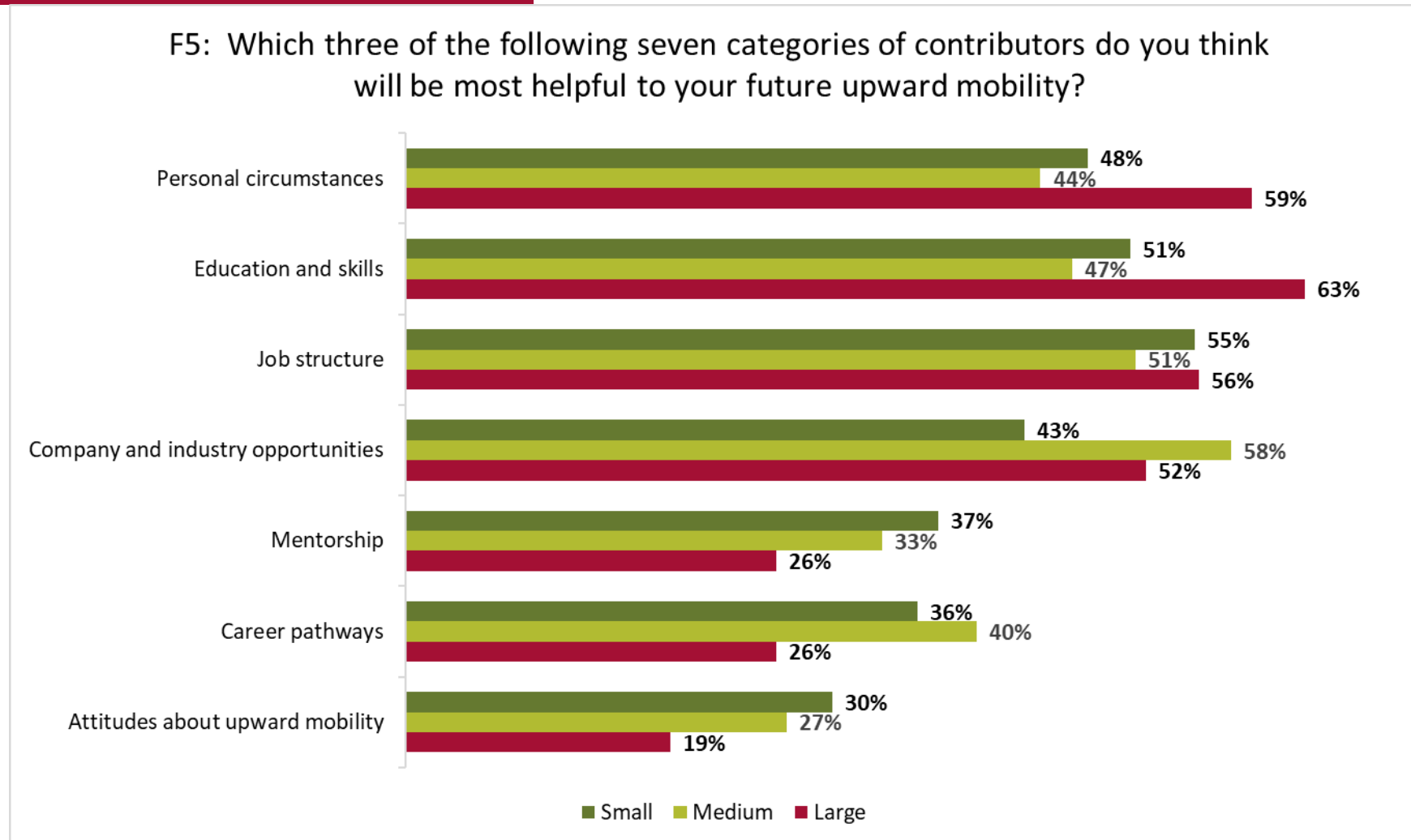
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who expect upward mobility in the future answered this question.

Section F

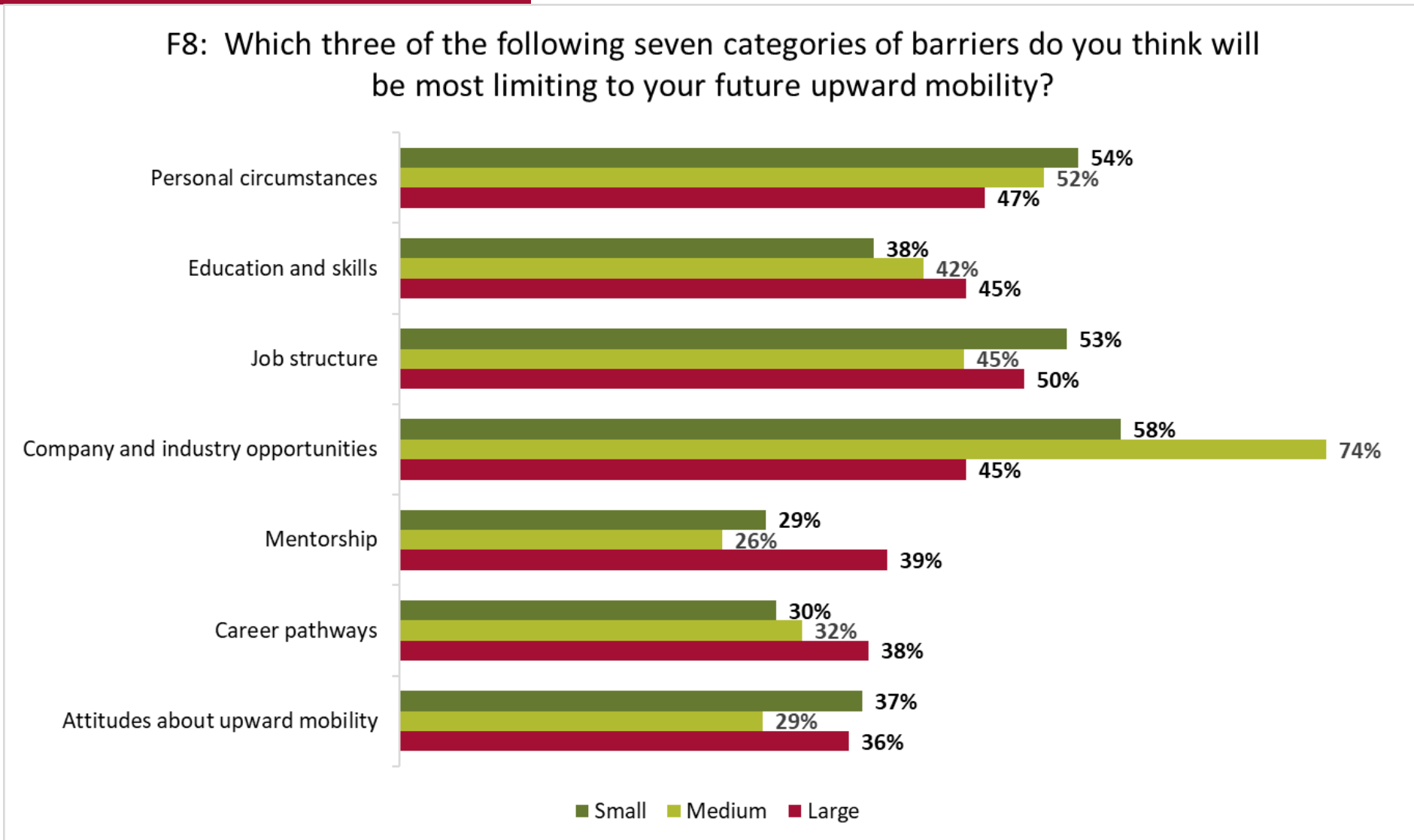
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who expect upward mobility in the future answered this question.

Section F

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Note: Only respondents who don't know or do not expect upward mobility in the future answered this question.

Section G

Contributors

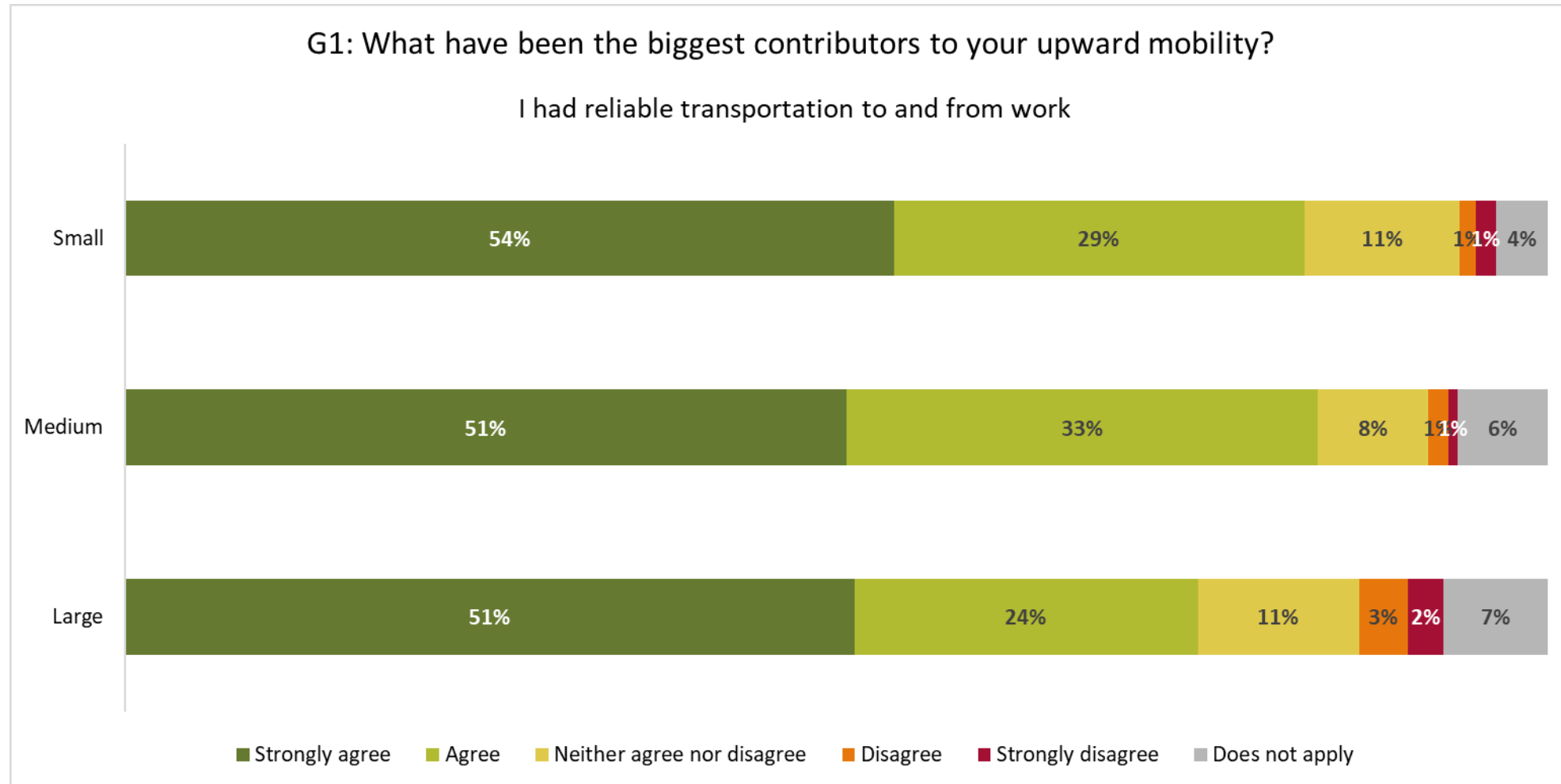
Only shown to those who DID achieve upward mobility in the last three years.

Small: N = 274; Medium: N = 142; Large: N = 203

Section G

Personal circumstances

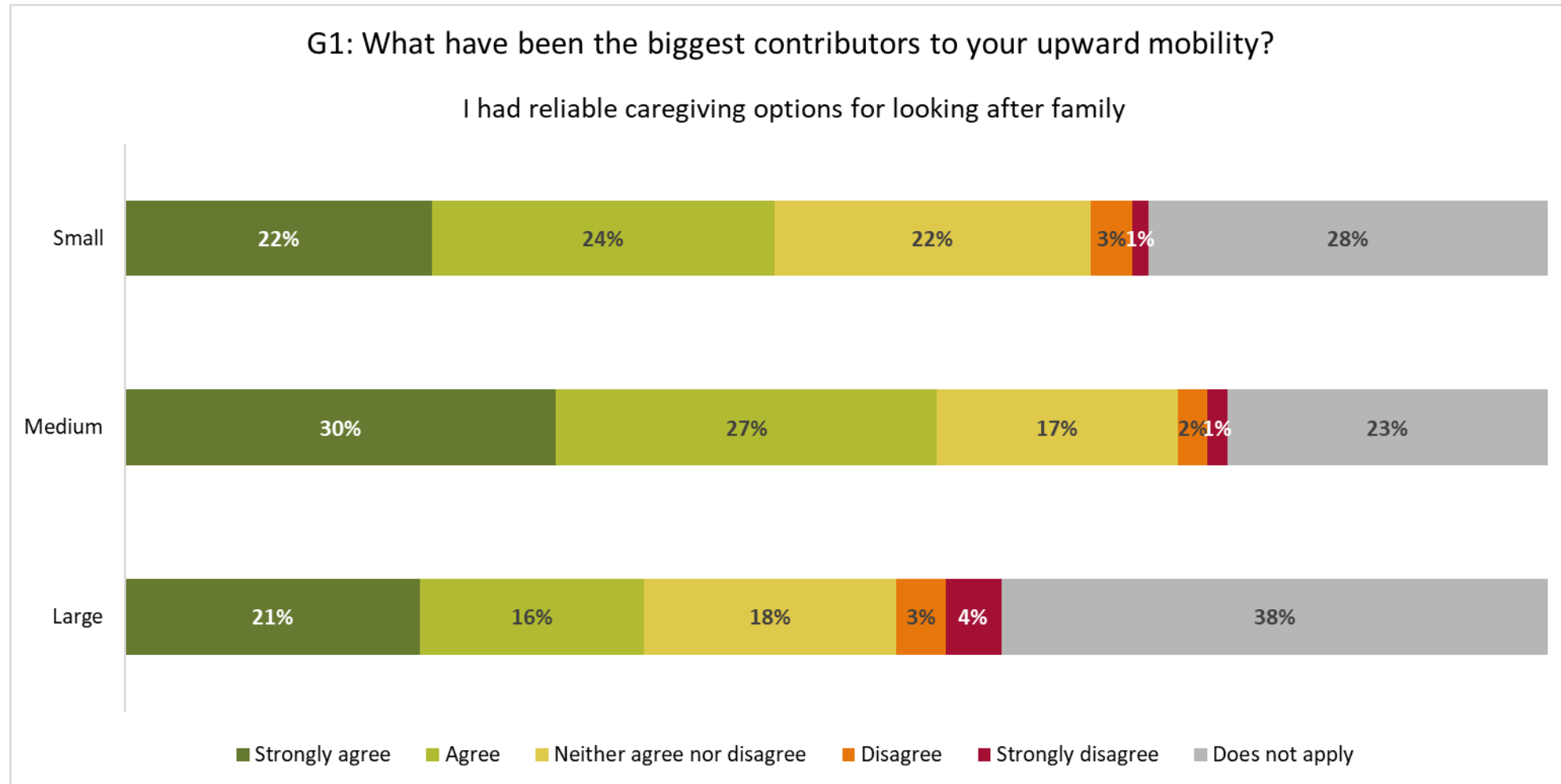
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Section G

Personal circumstances

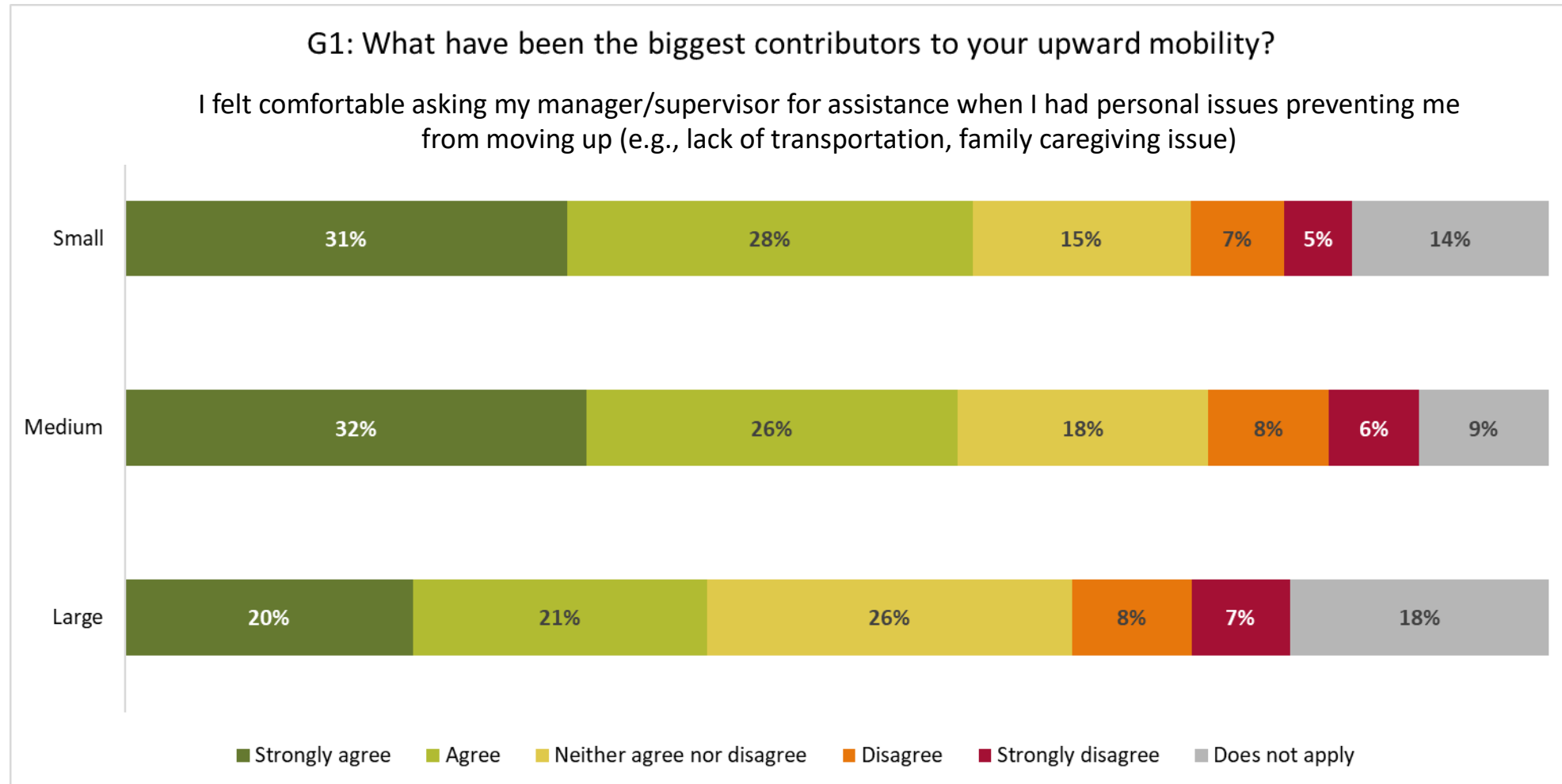
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Section G

Personal circumstances

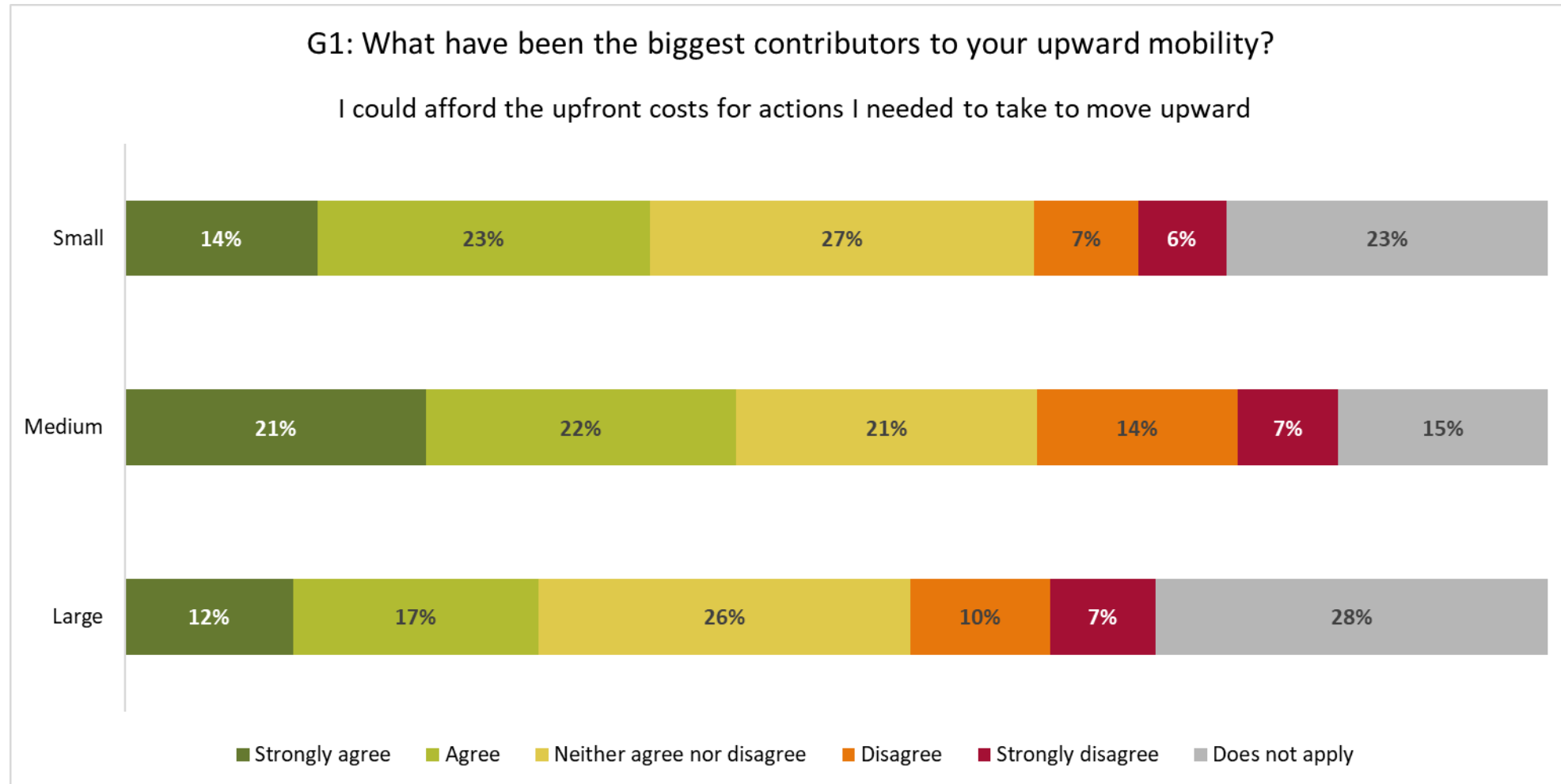
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Section G

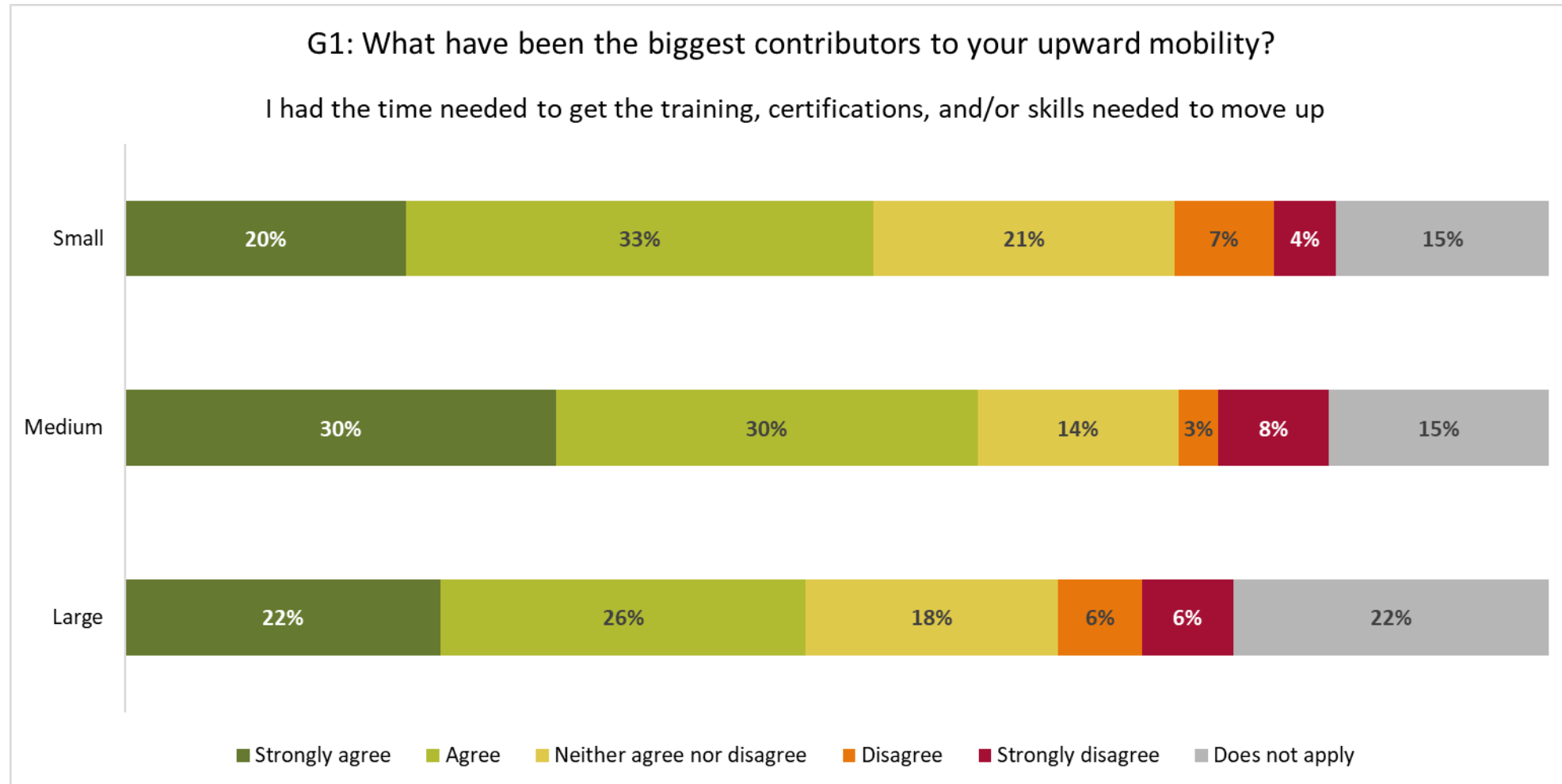
Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G *Personal circumstances*

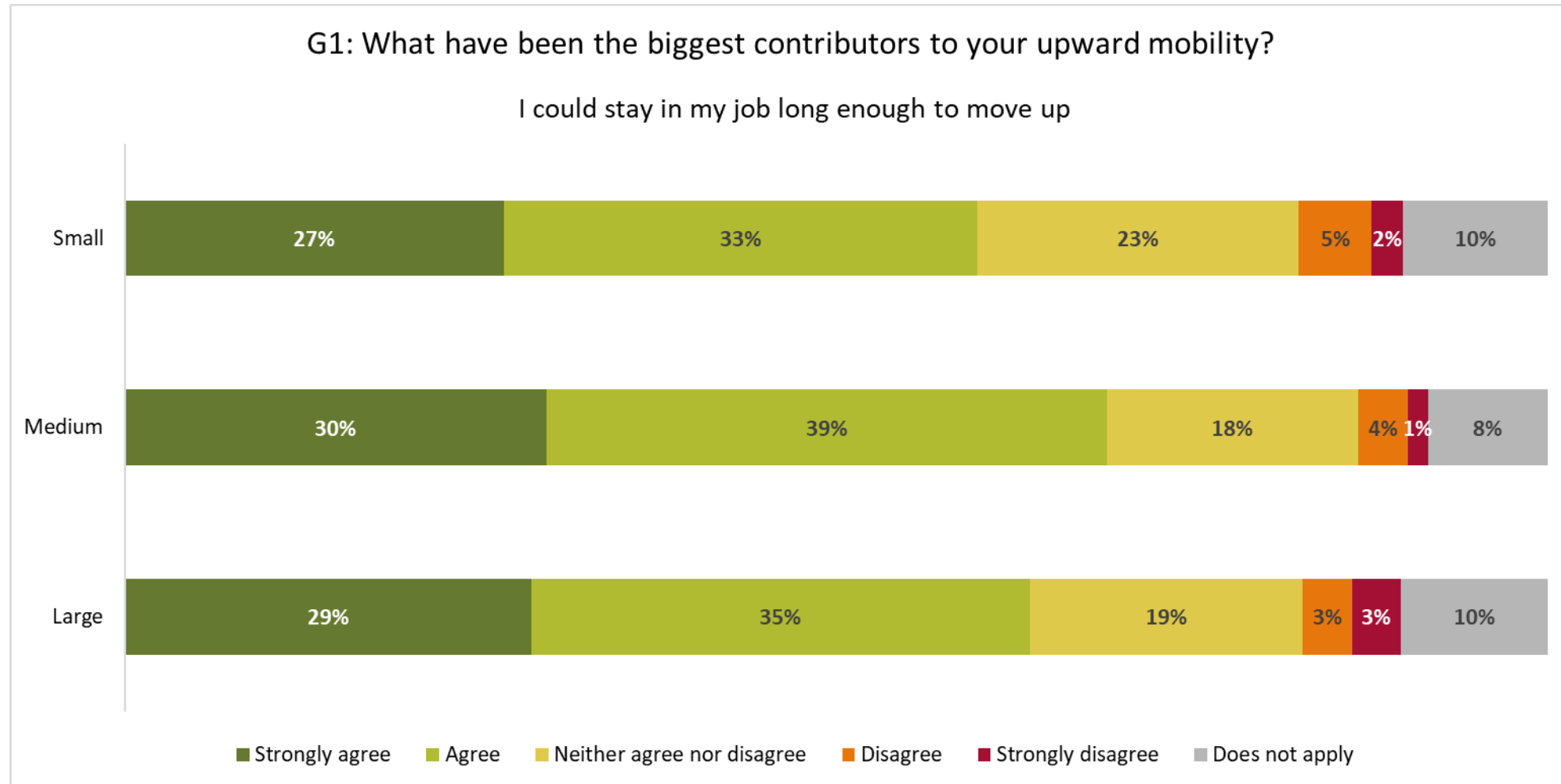
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Section G

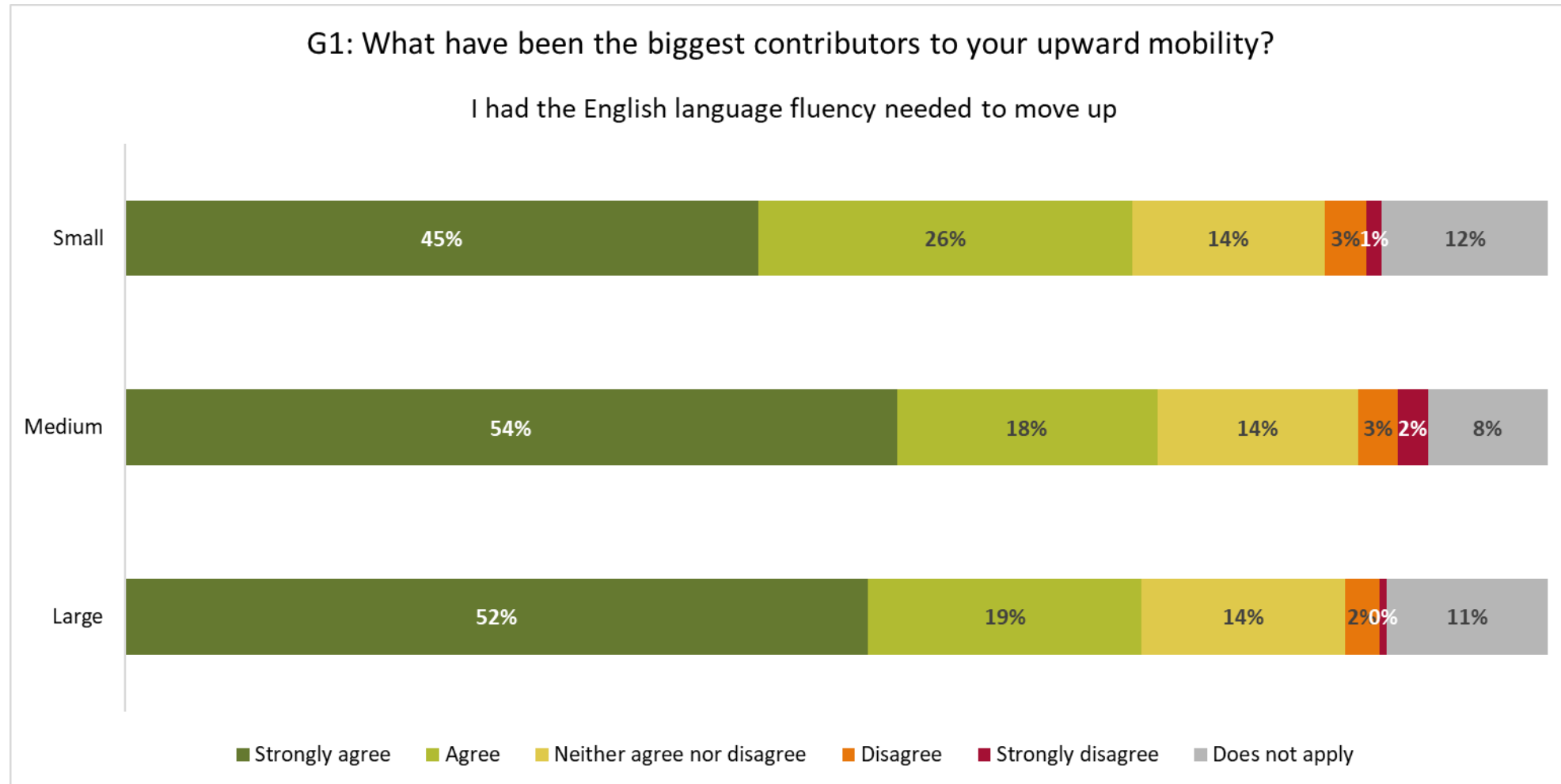
Personal circumstances

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



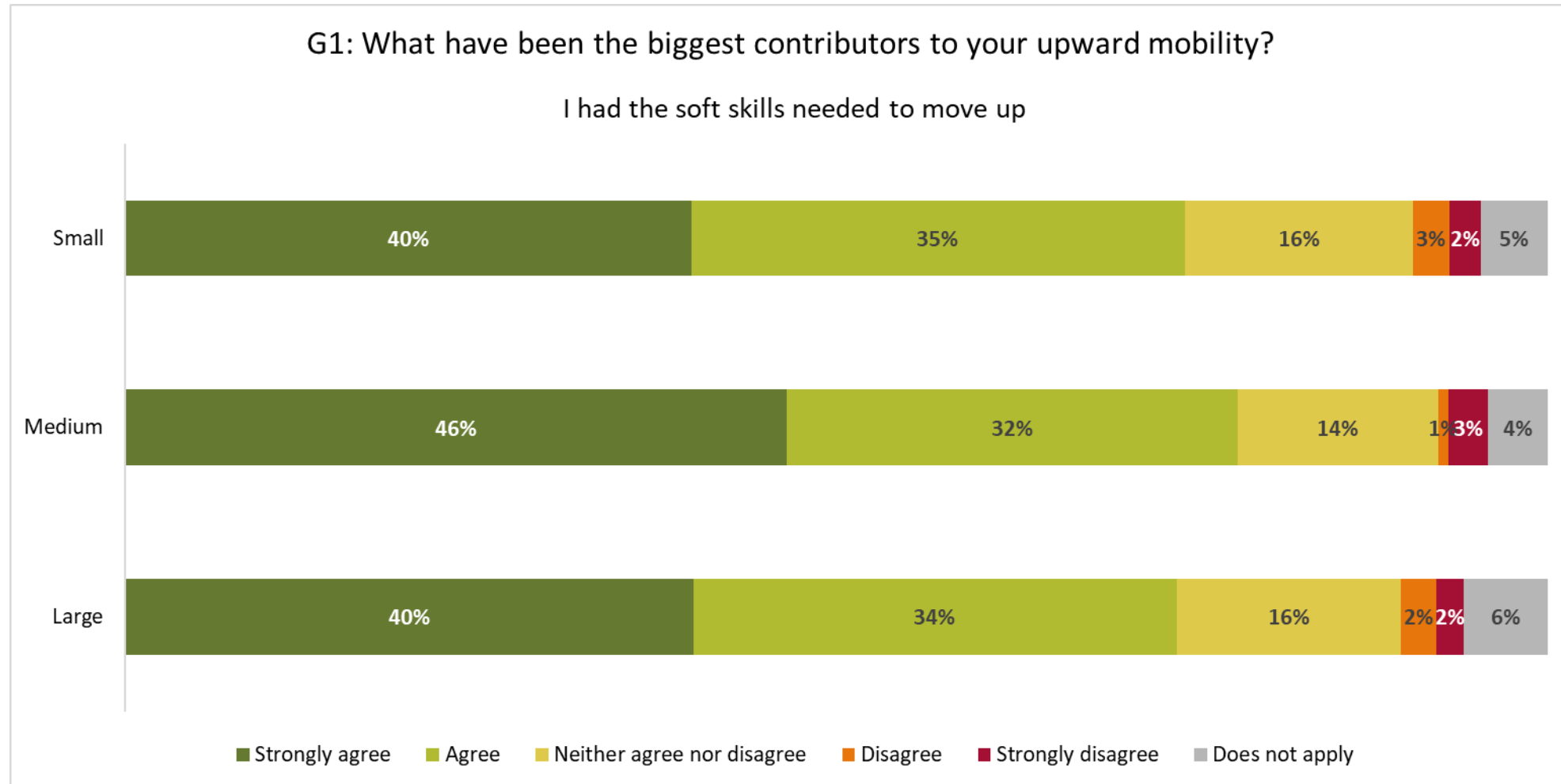
Section G *Education and skills*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



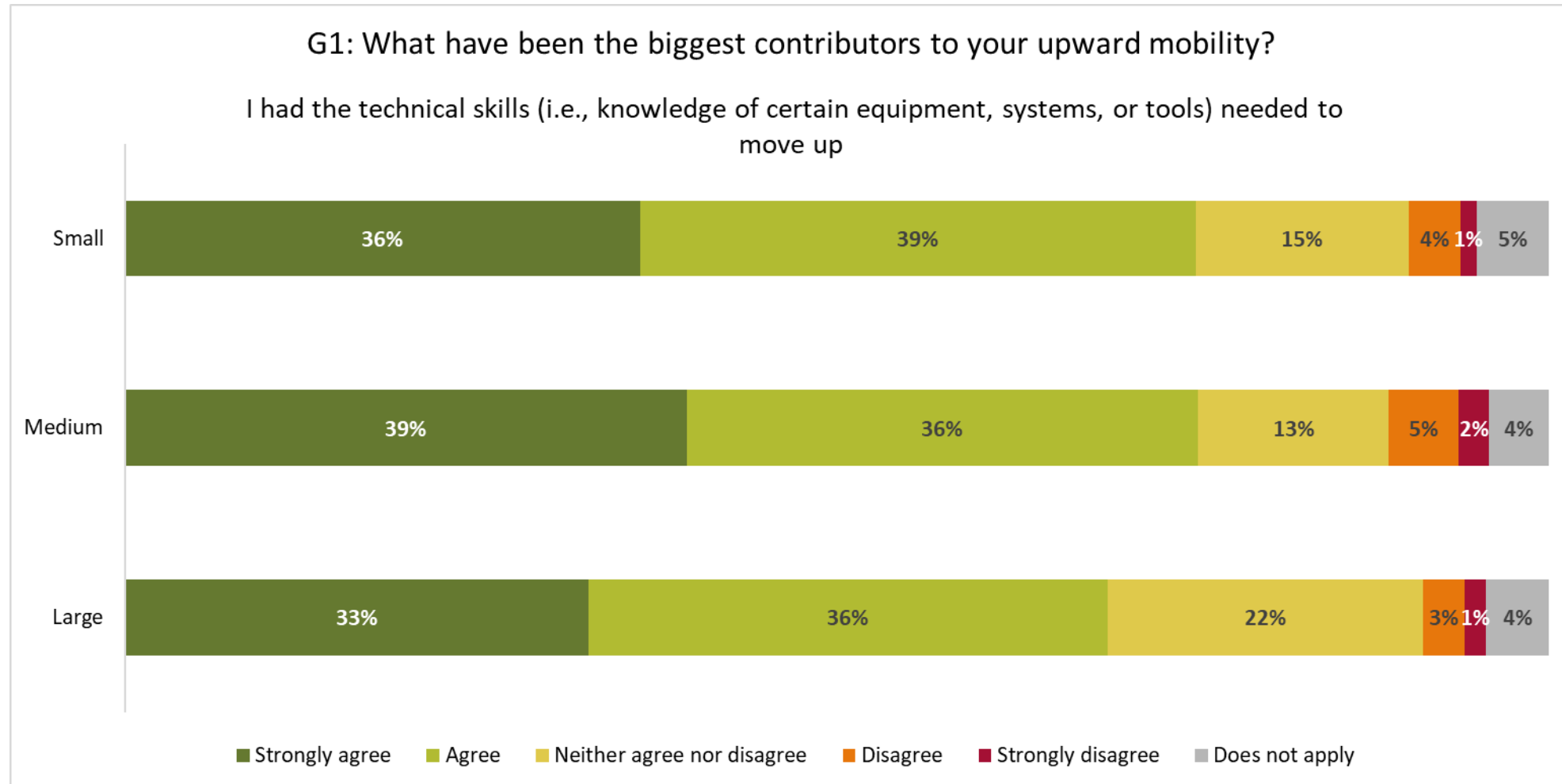
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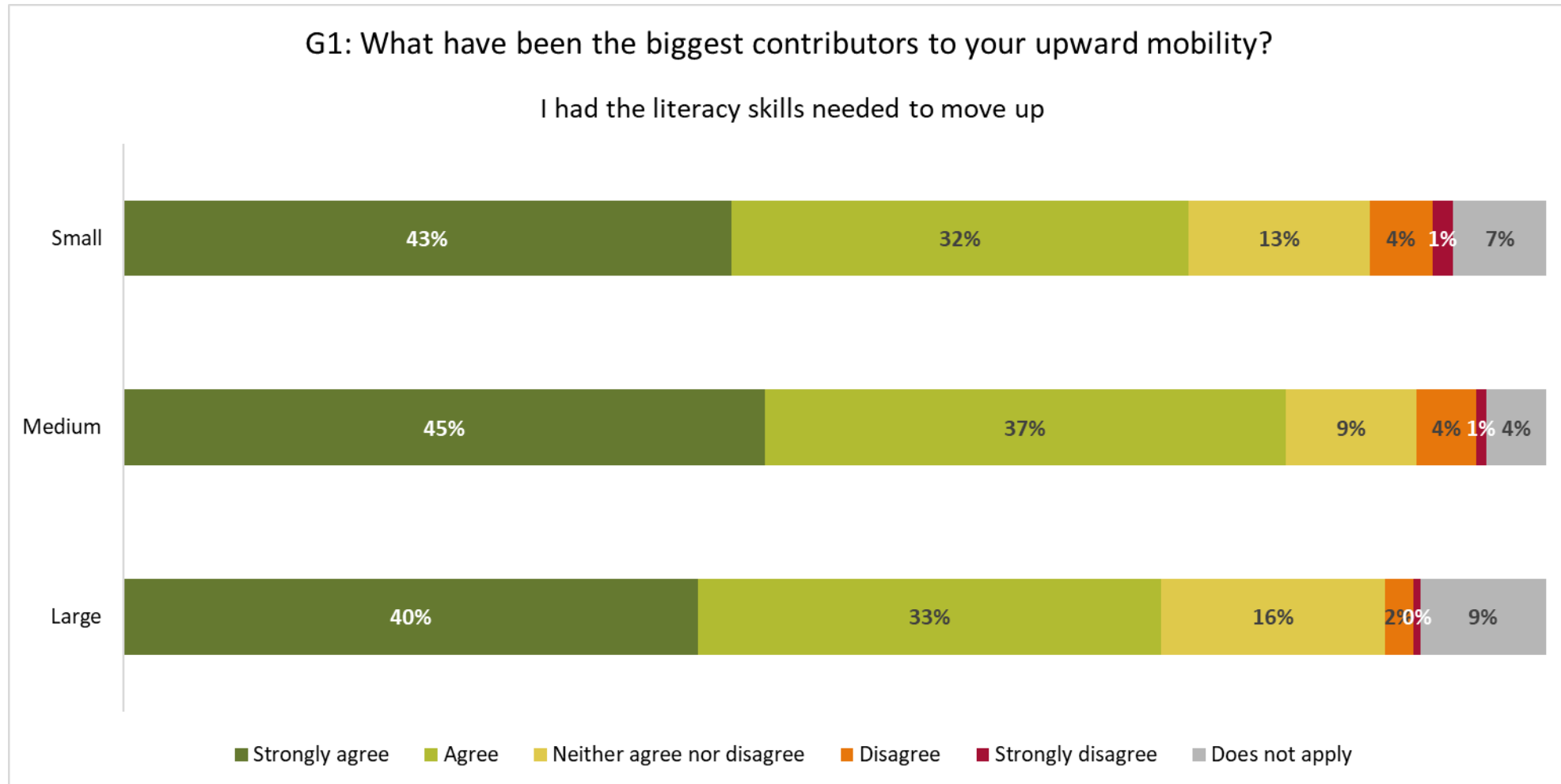
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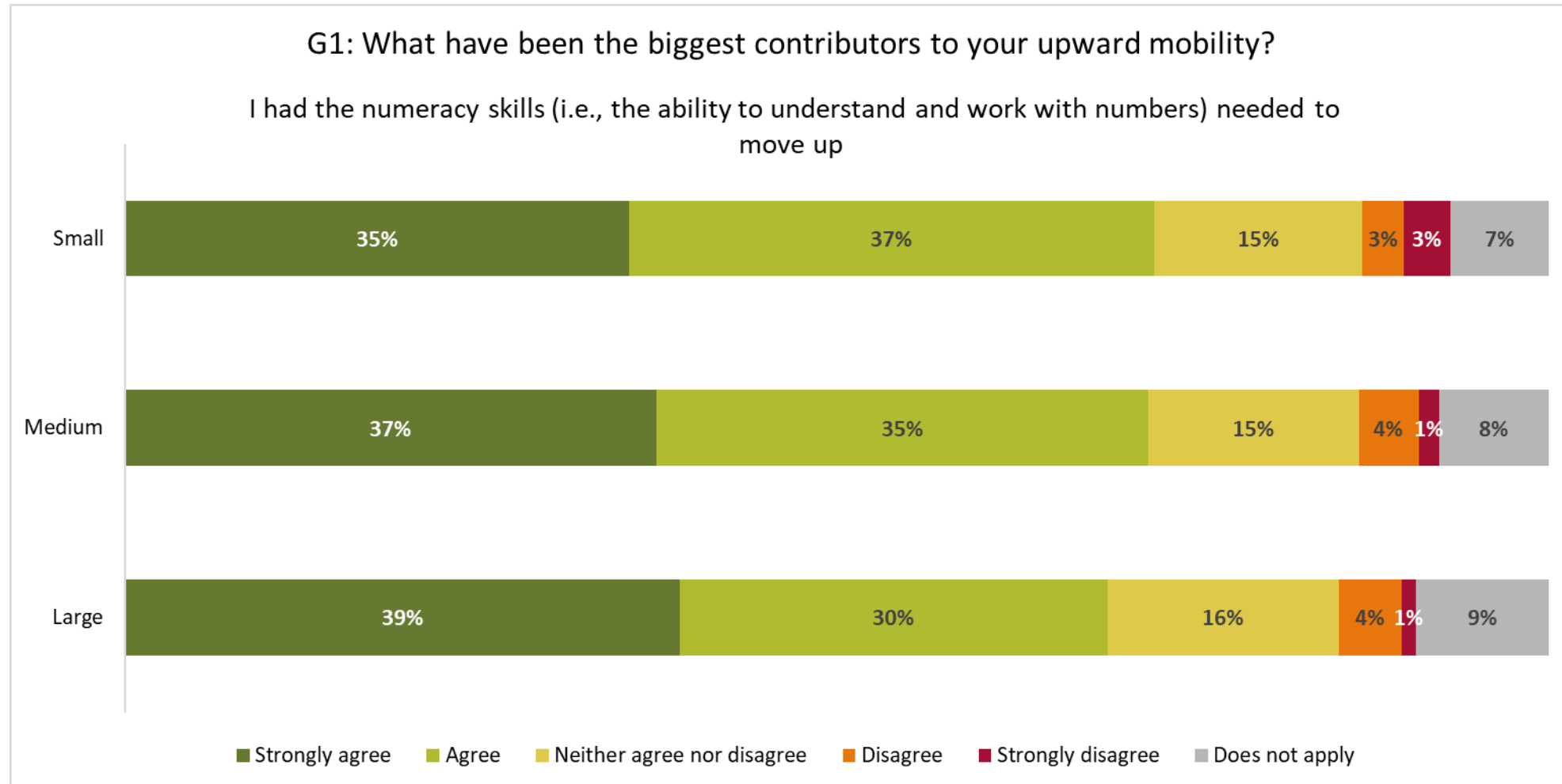
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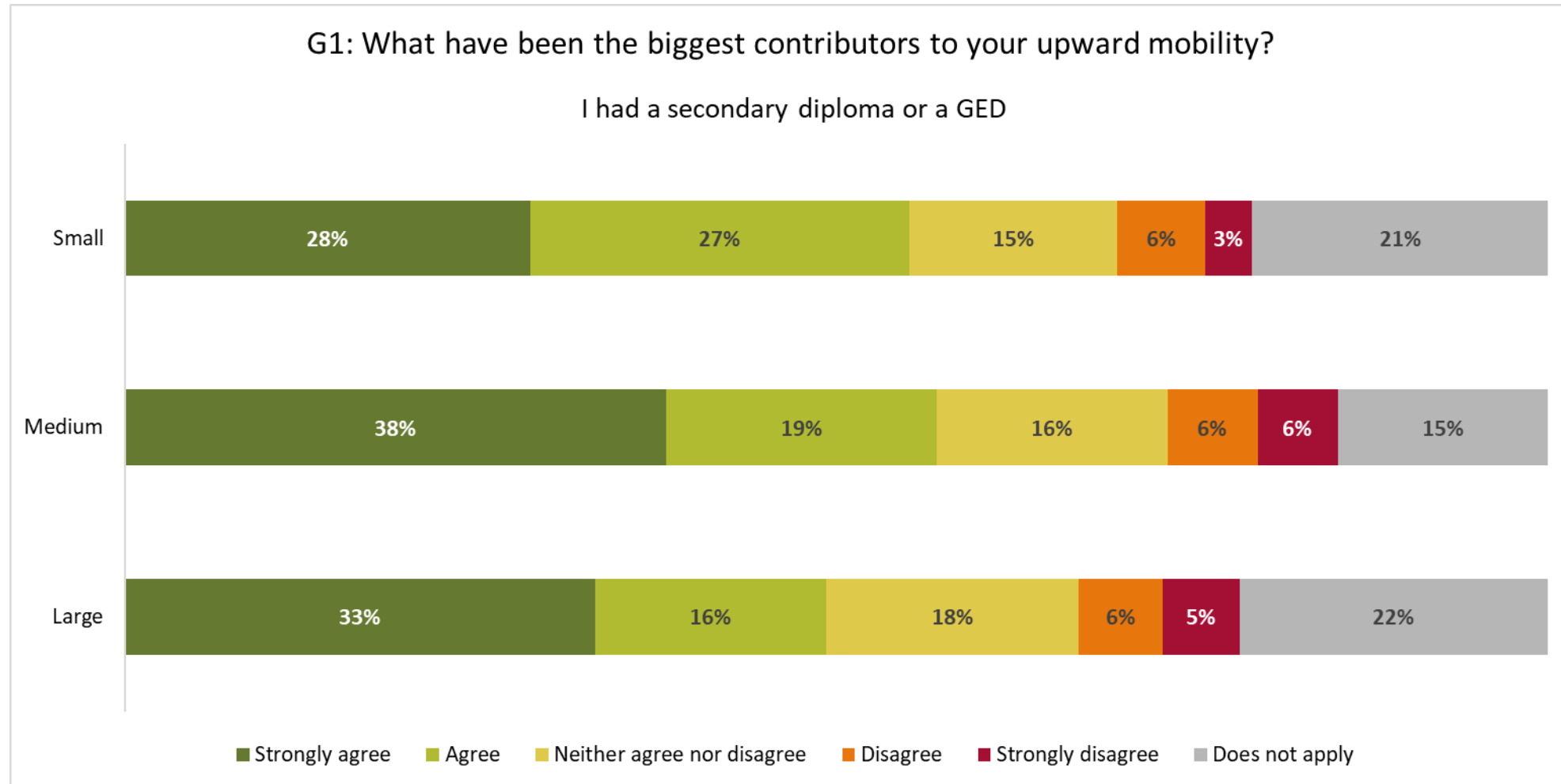
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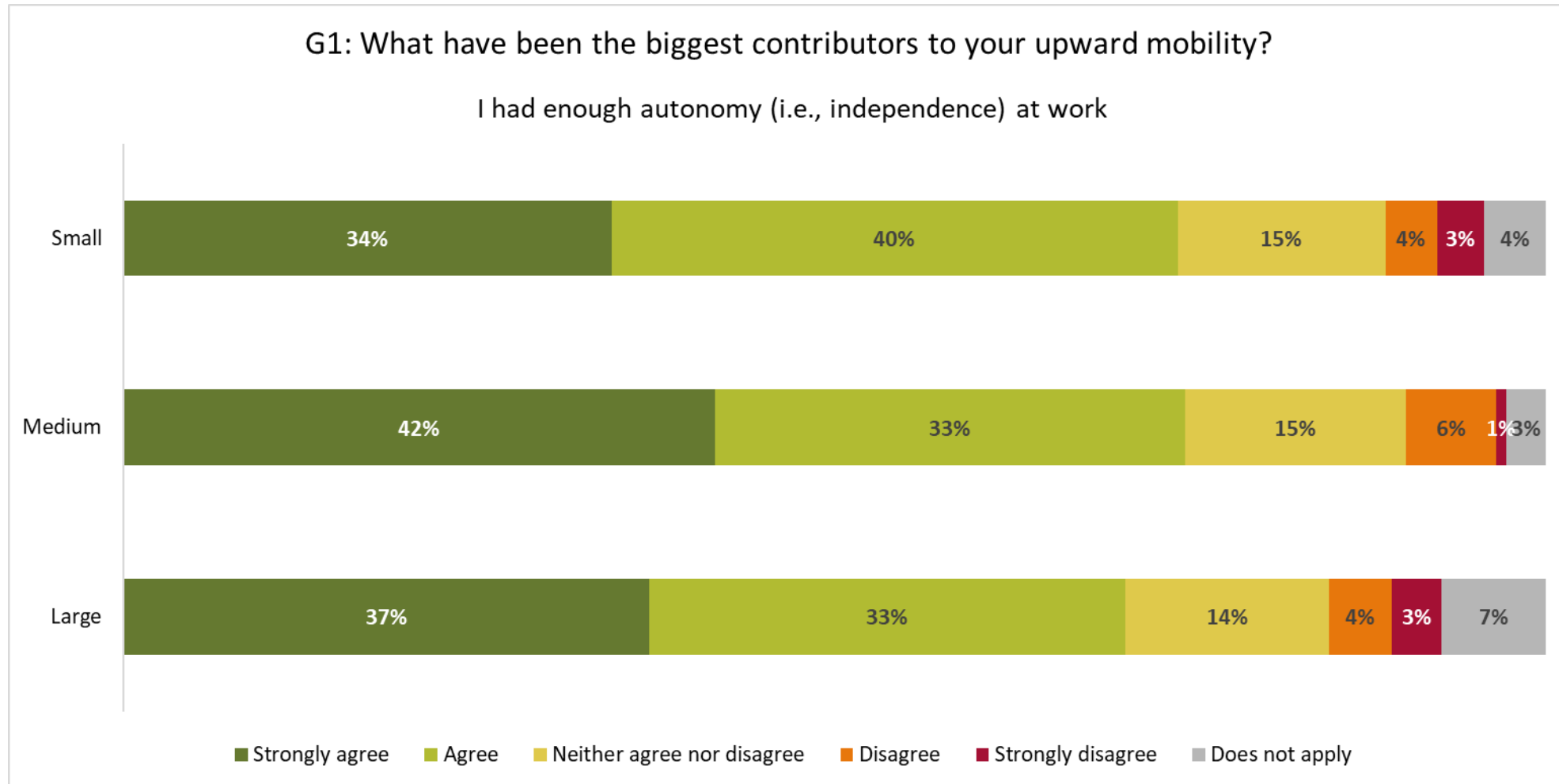
Section G *Education and skills*

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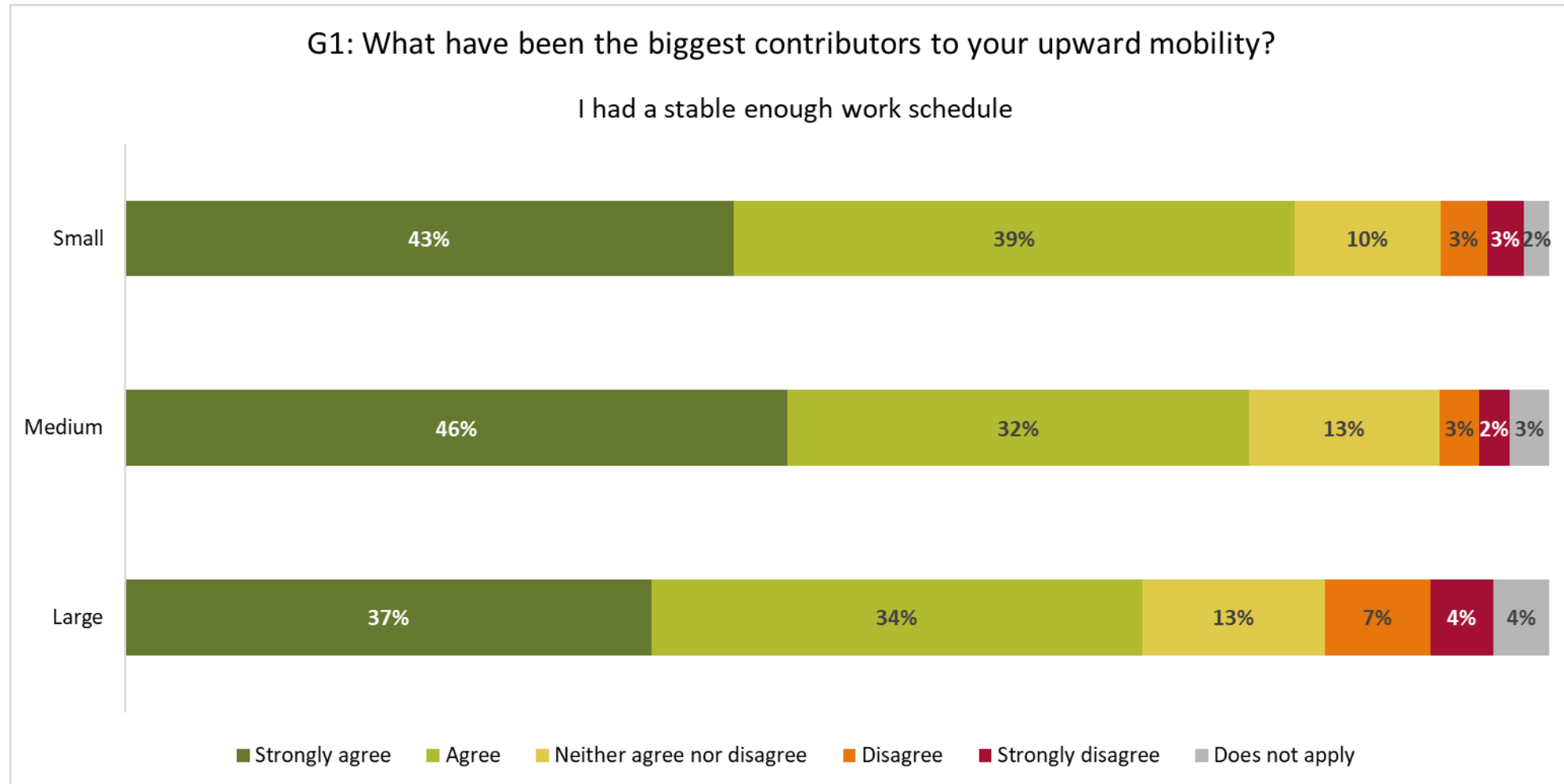
Section G *Job structure*

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



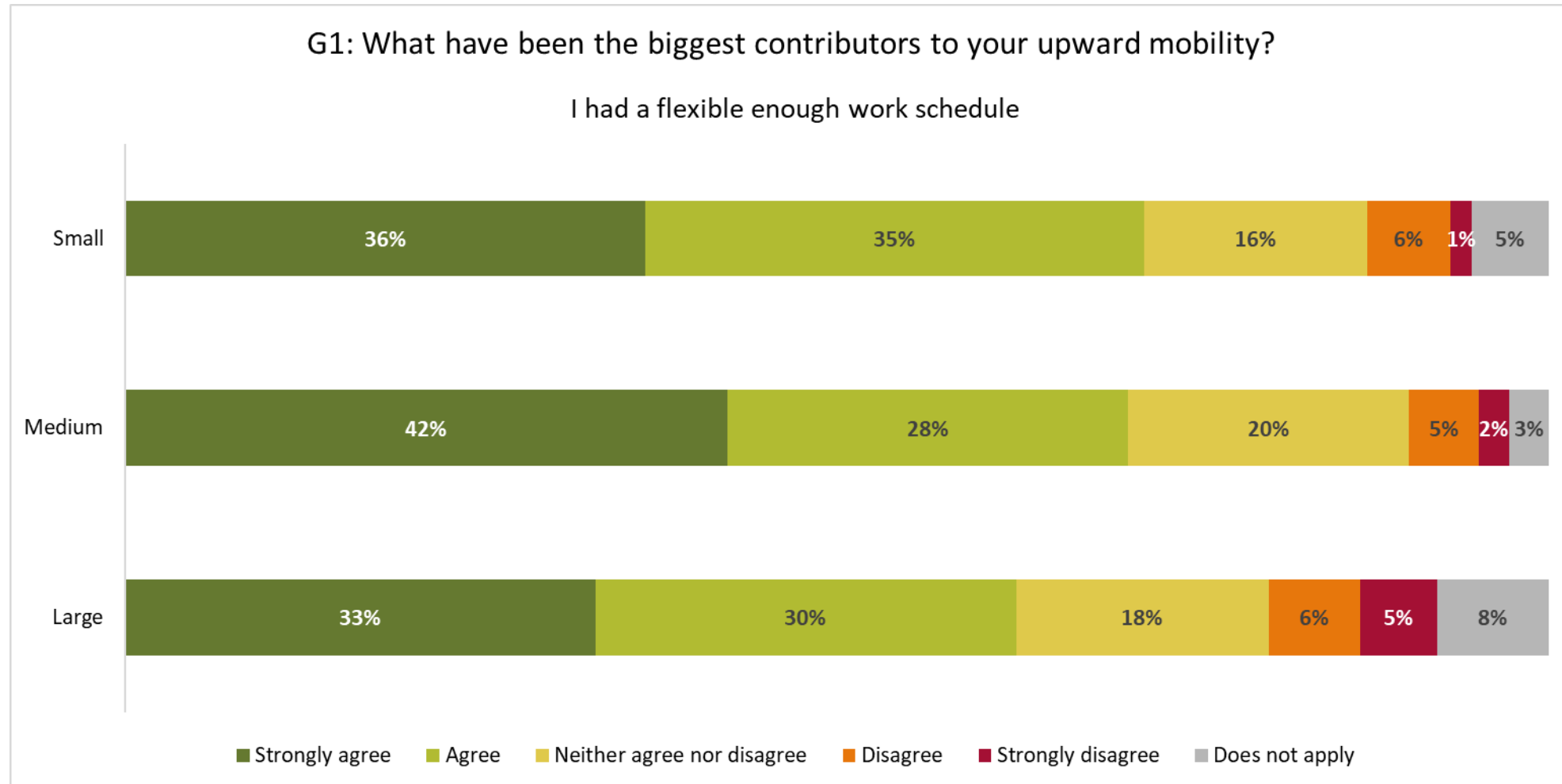
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Section G *Job structure*

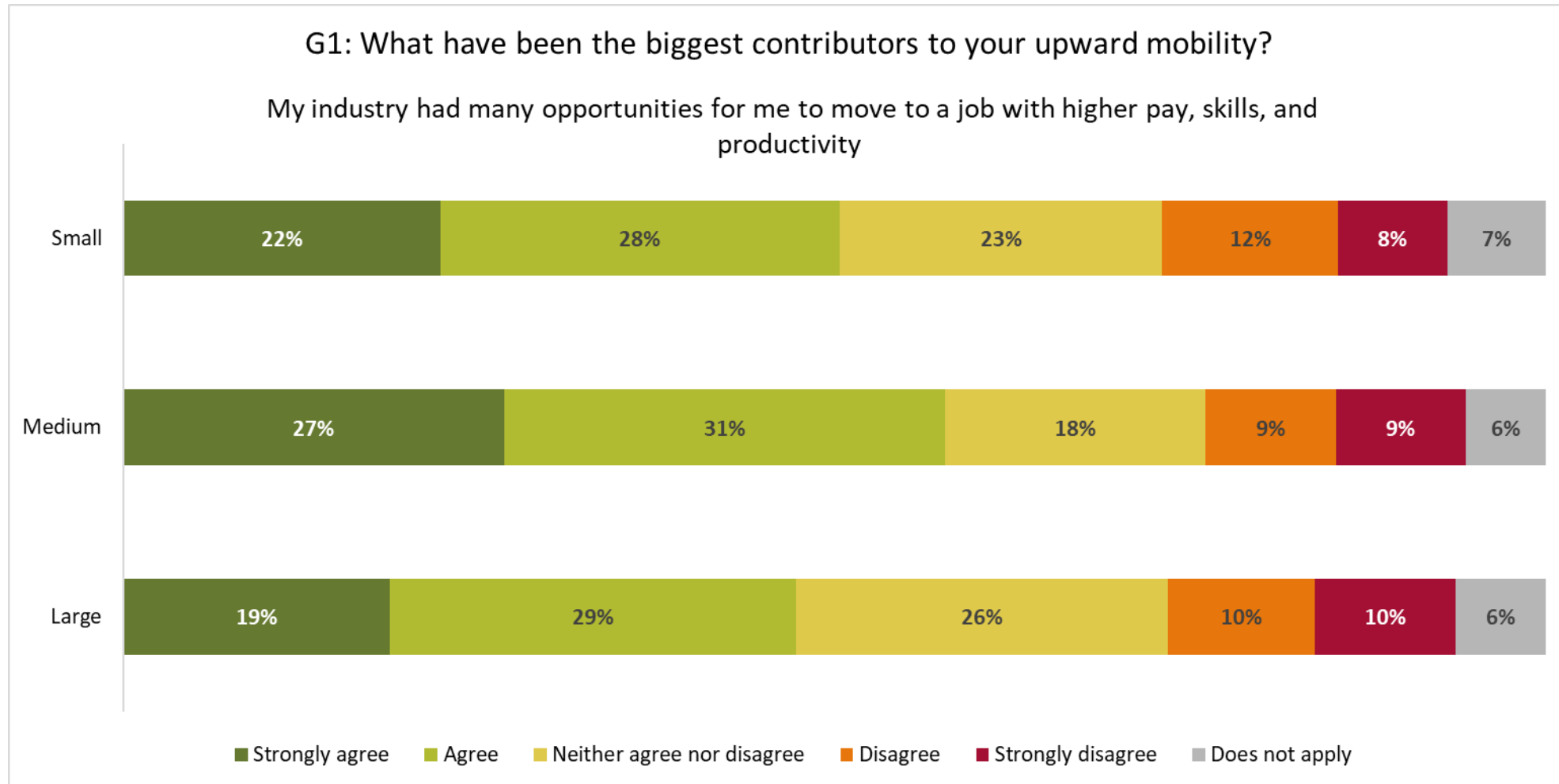
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Company and industry opportunities

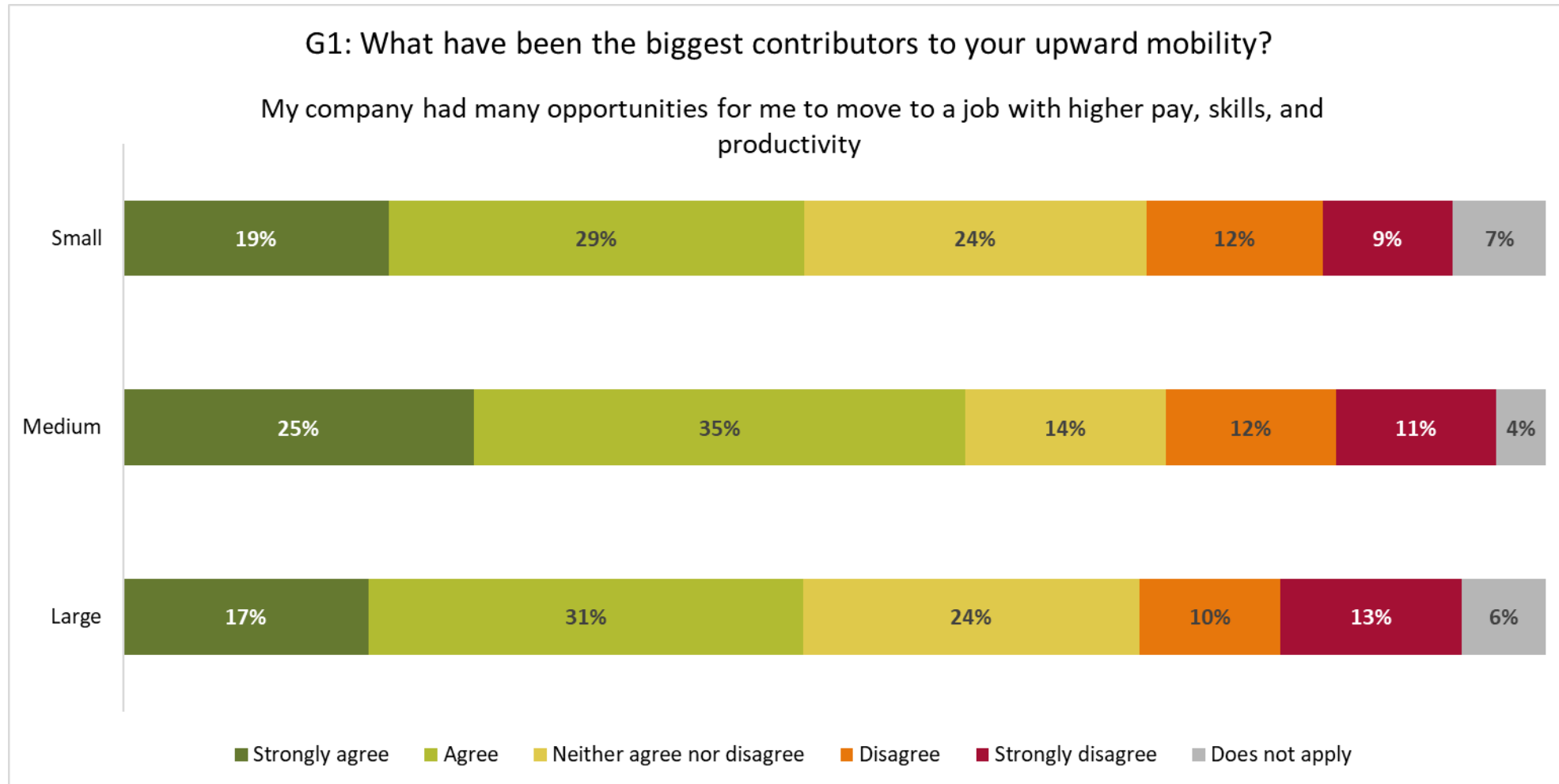
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Section G

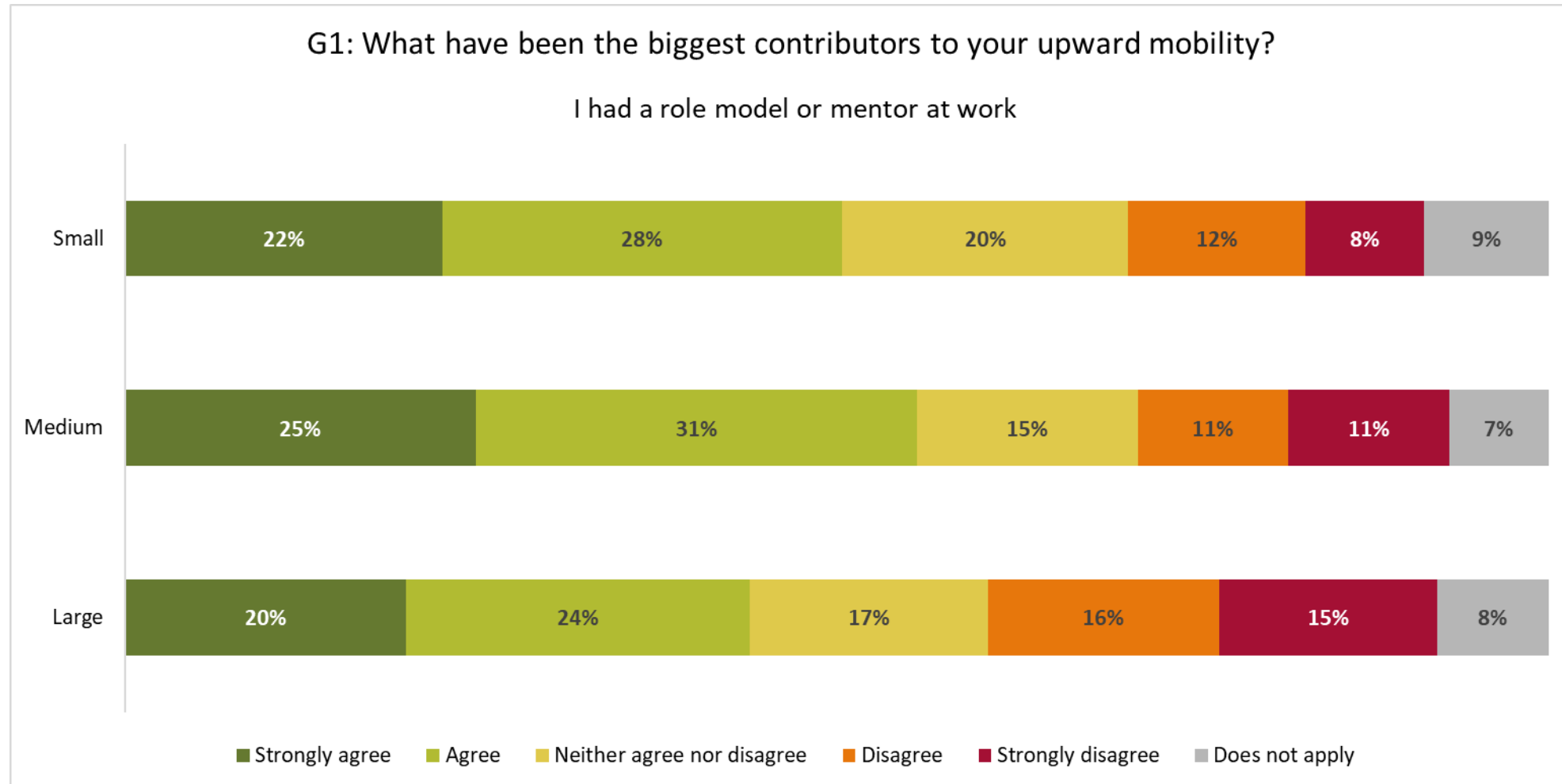
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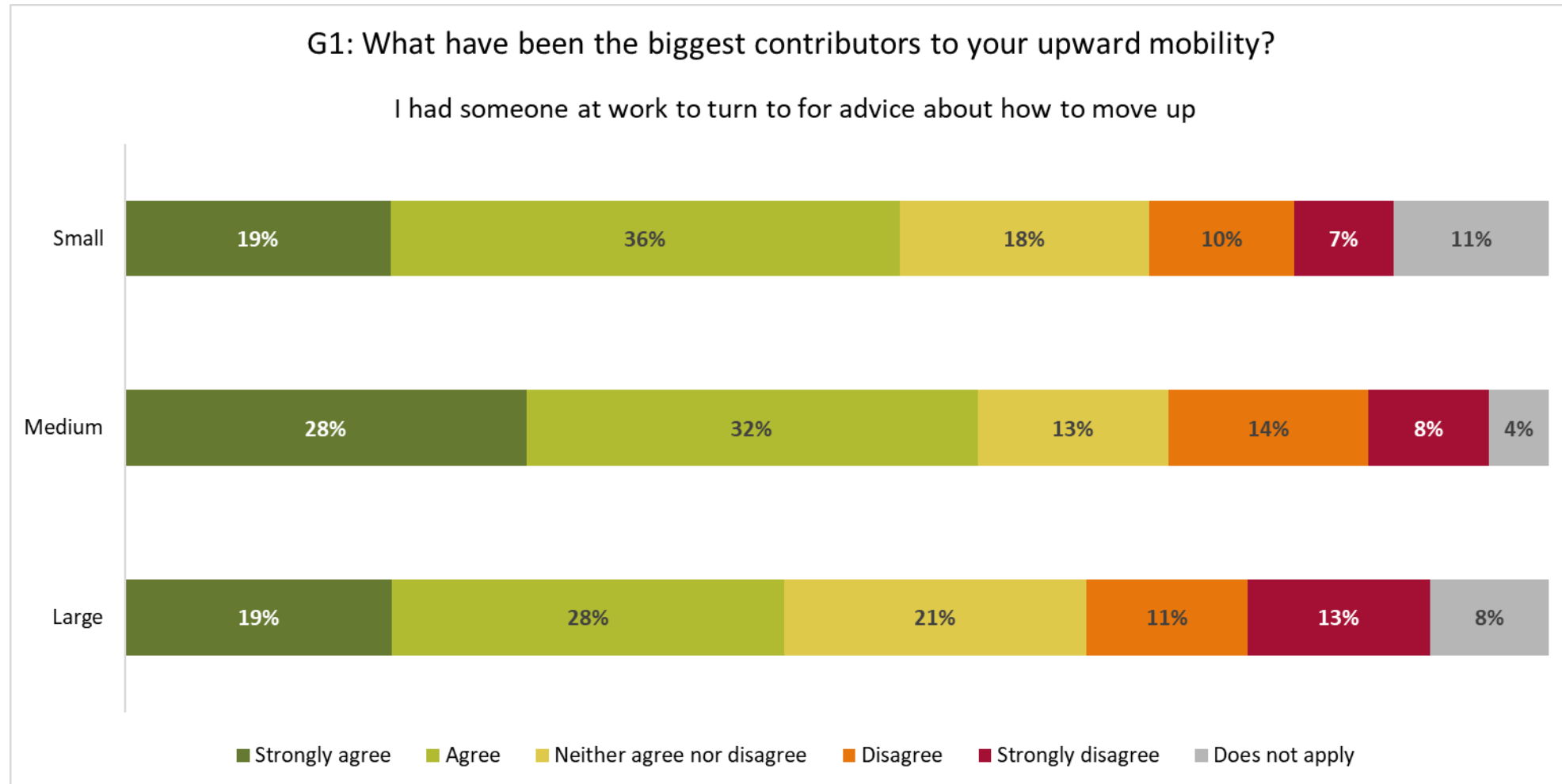
Section G Mentorship

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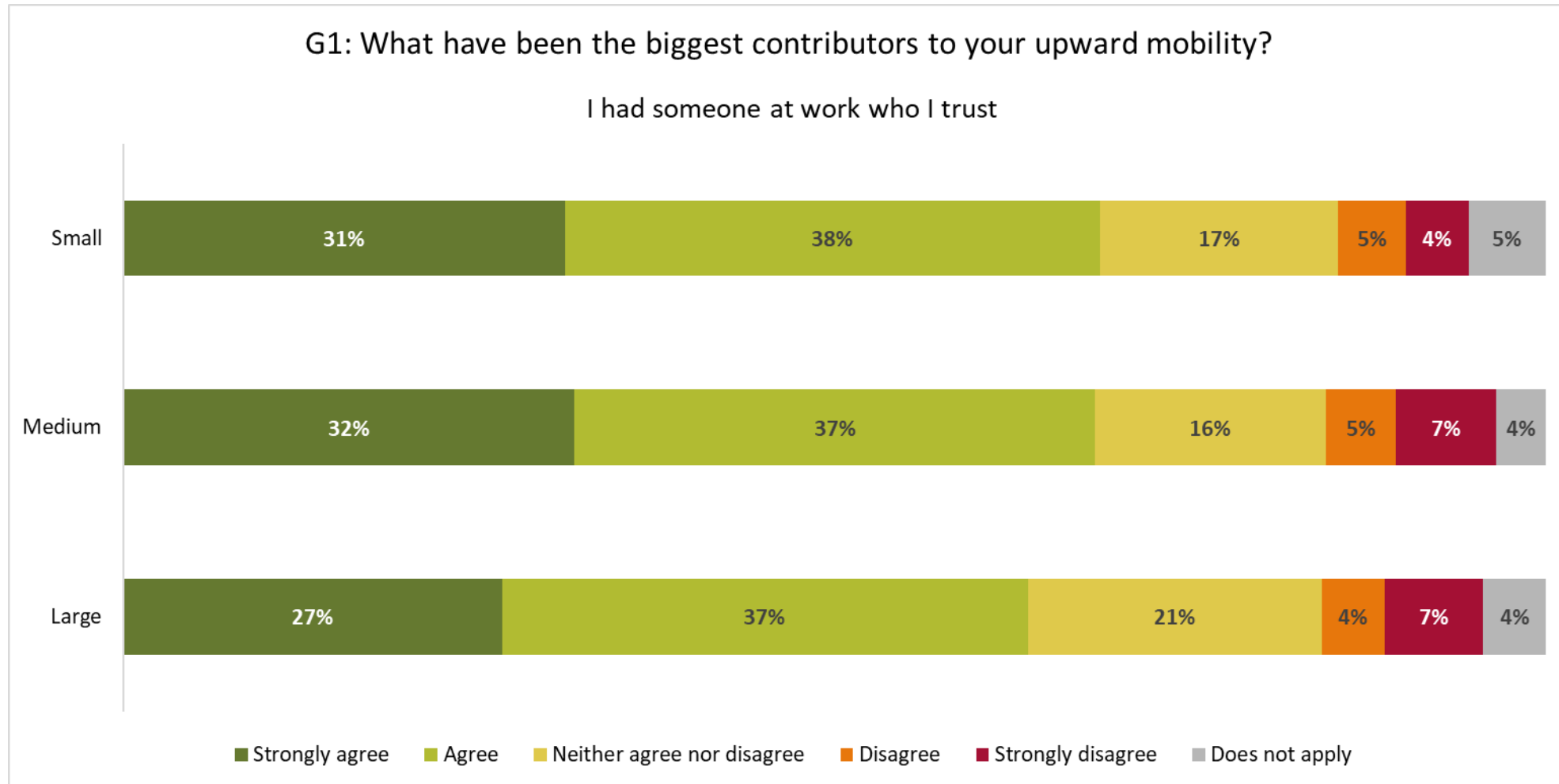


Section G Mentorship

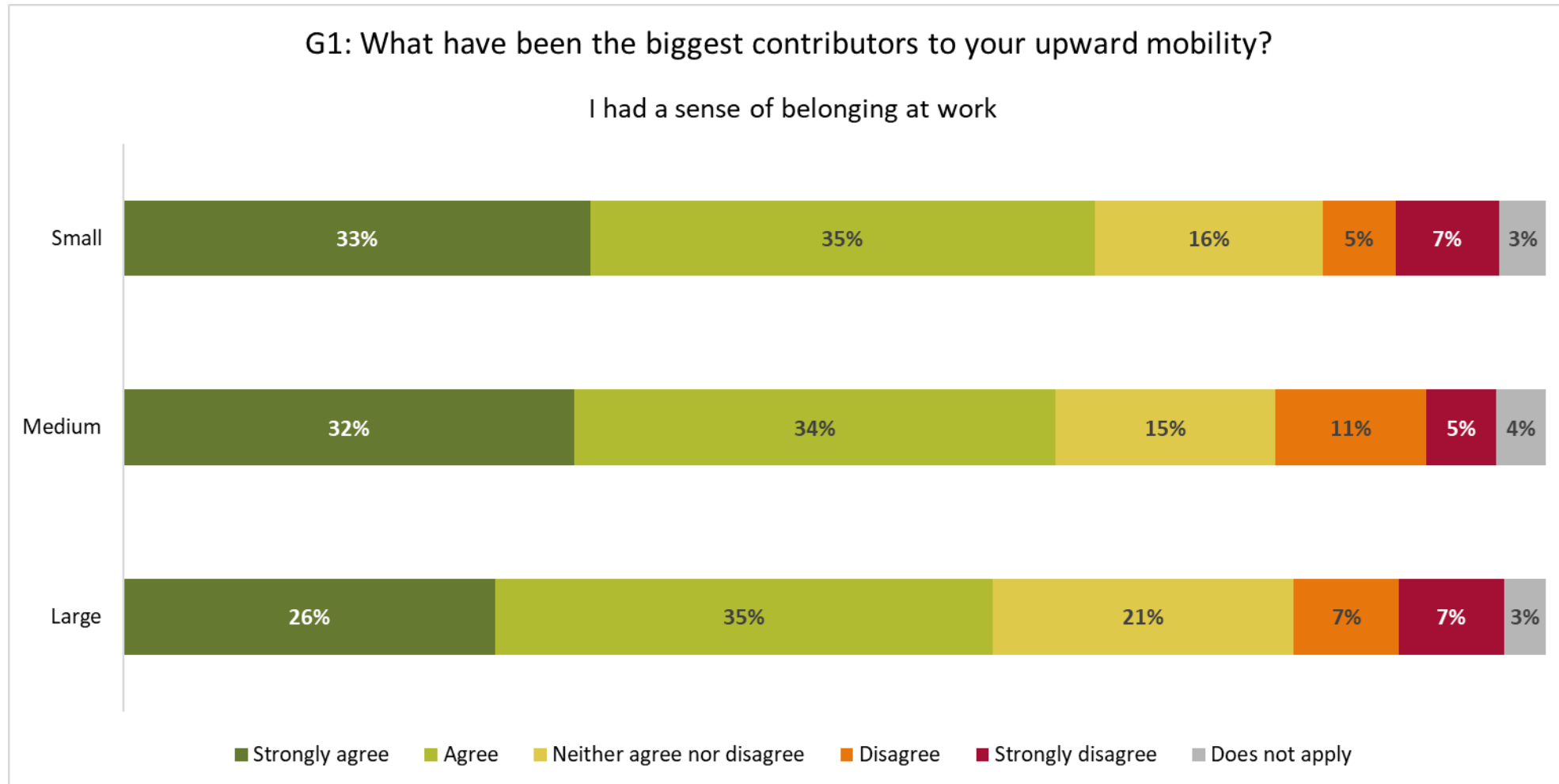
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



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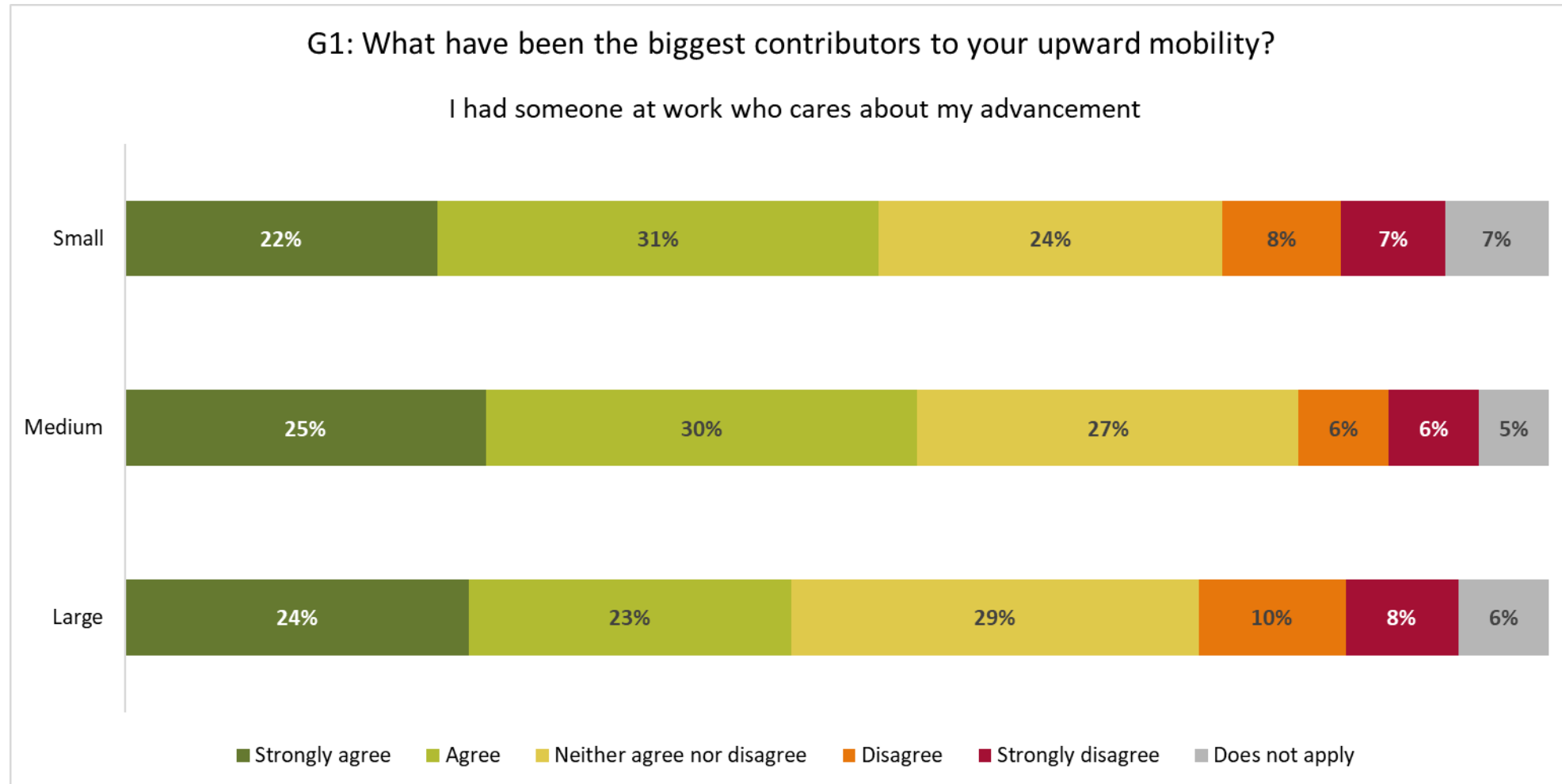


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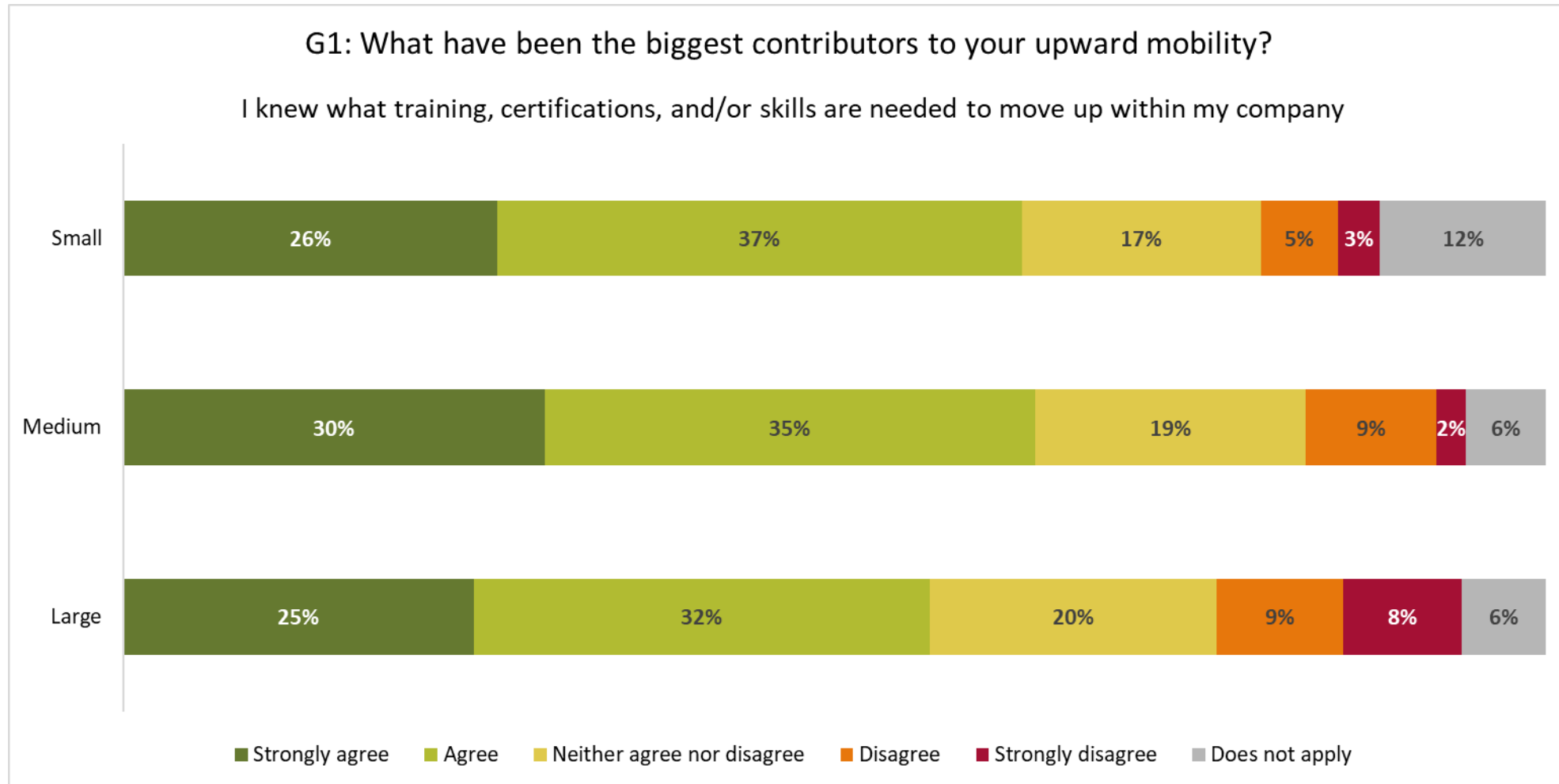
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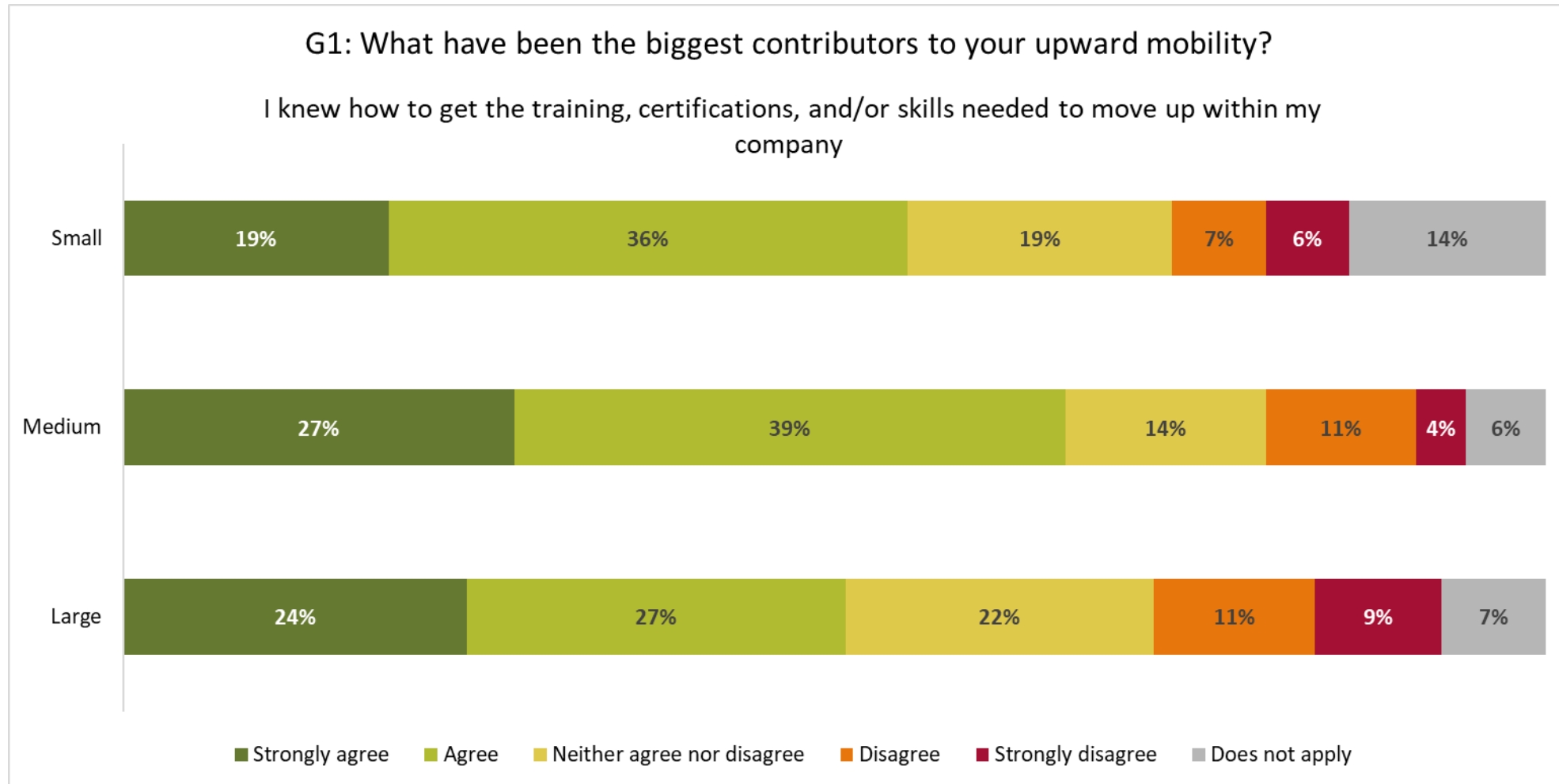
Section G Career pathways

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



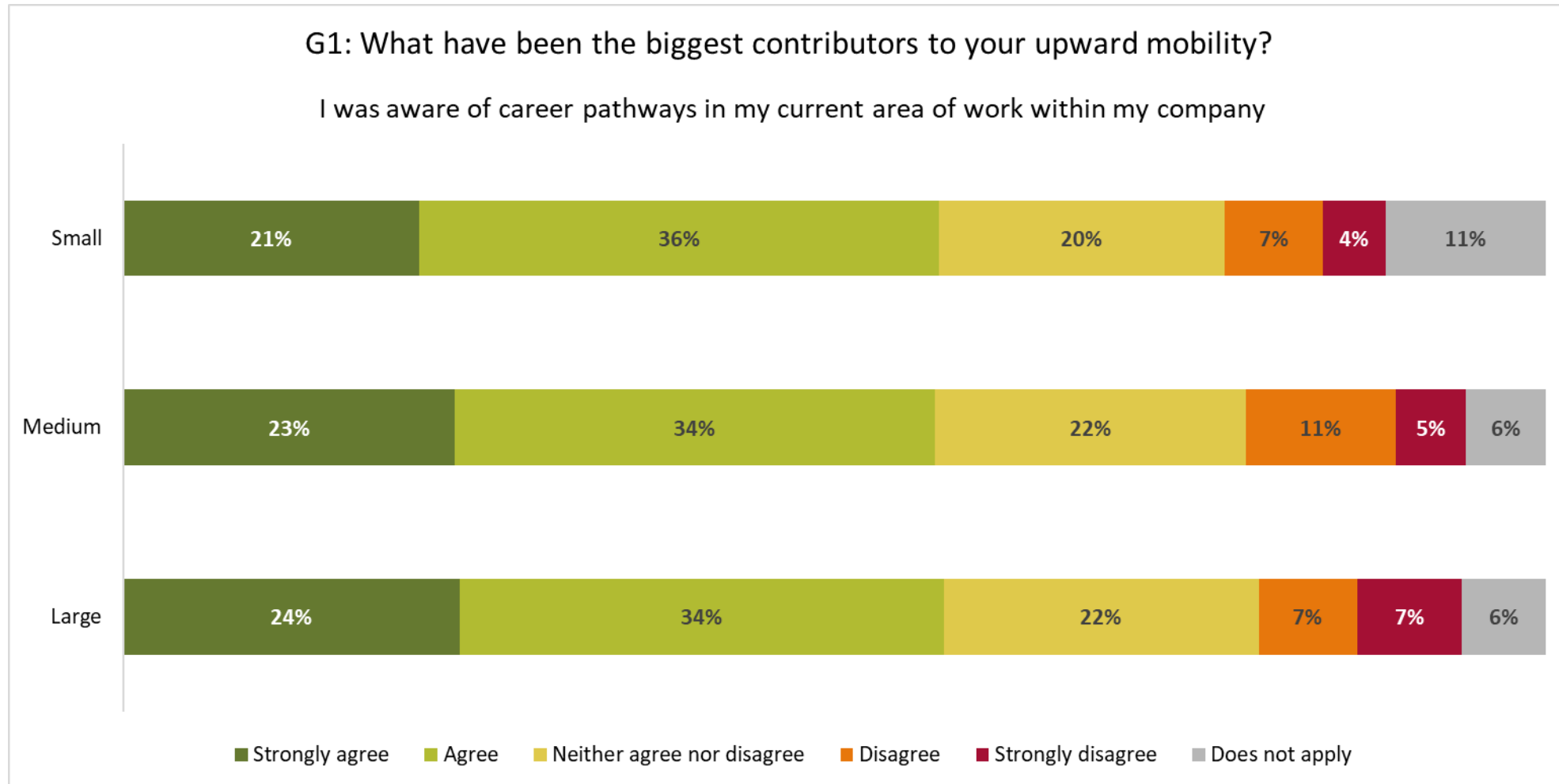
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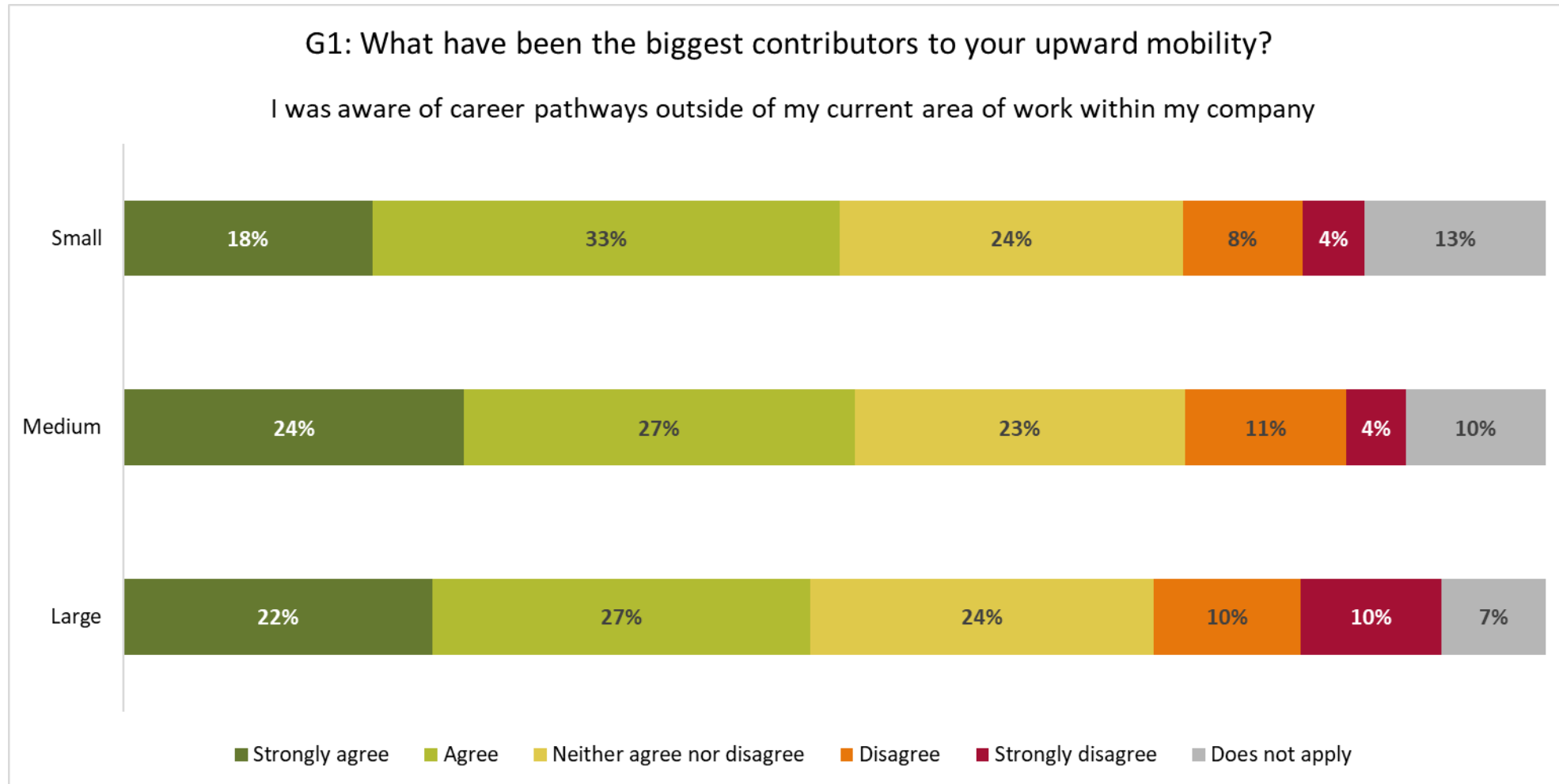
Section G *Career pathways*

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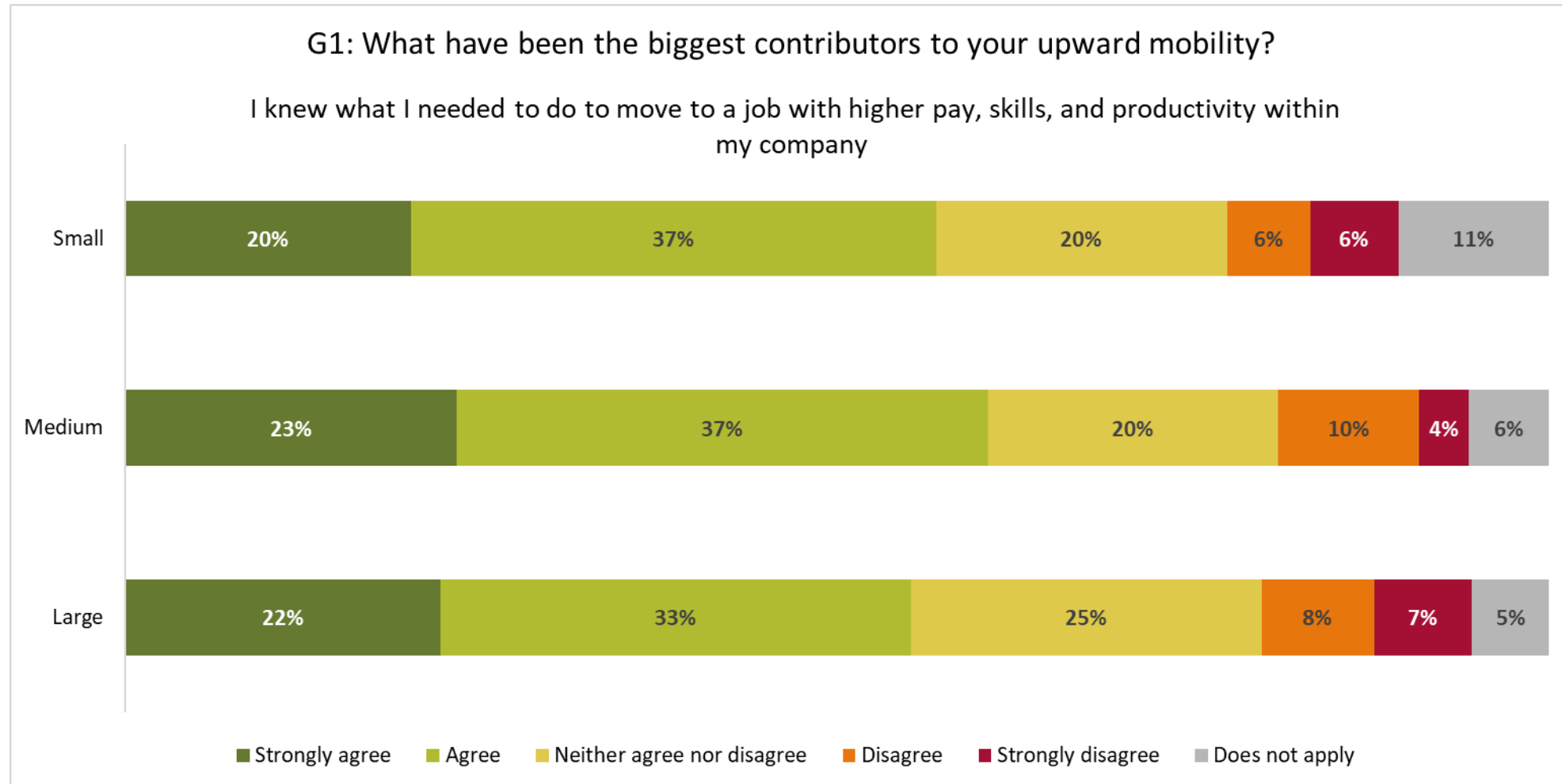
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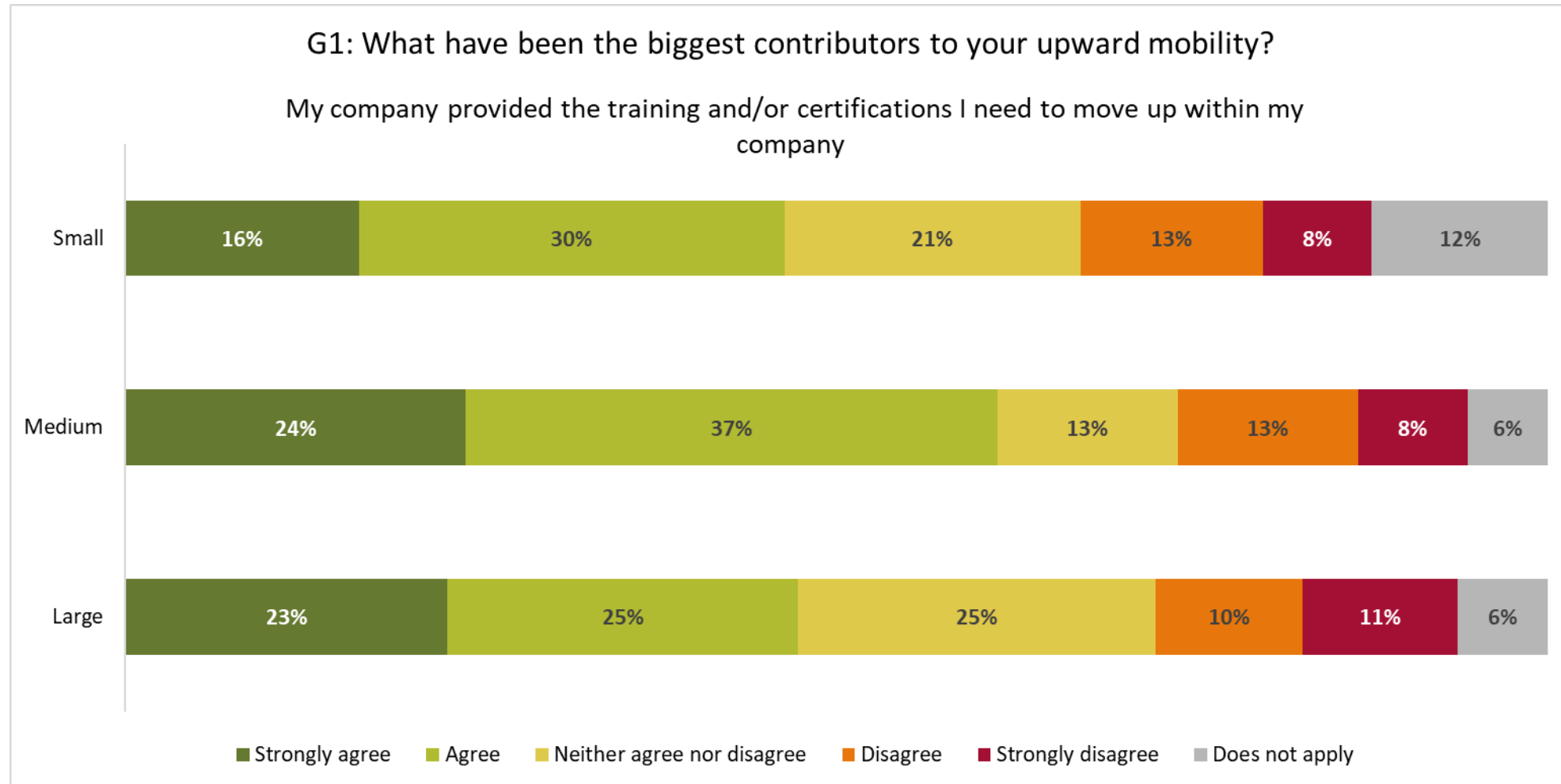
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Section G Career pathways

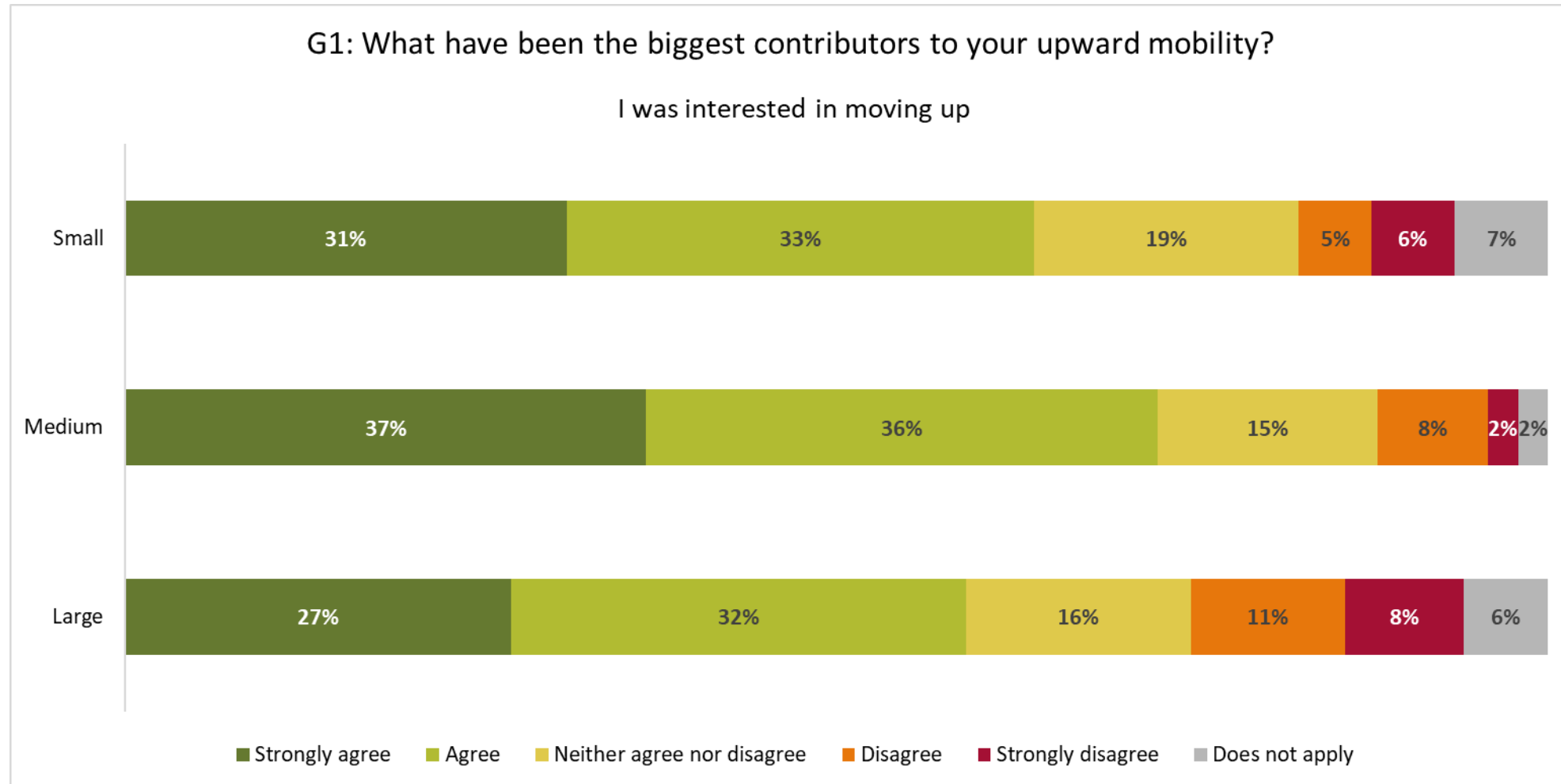
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Section G

Attitudes about upward mobility

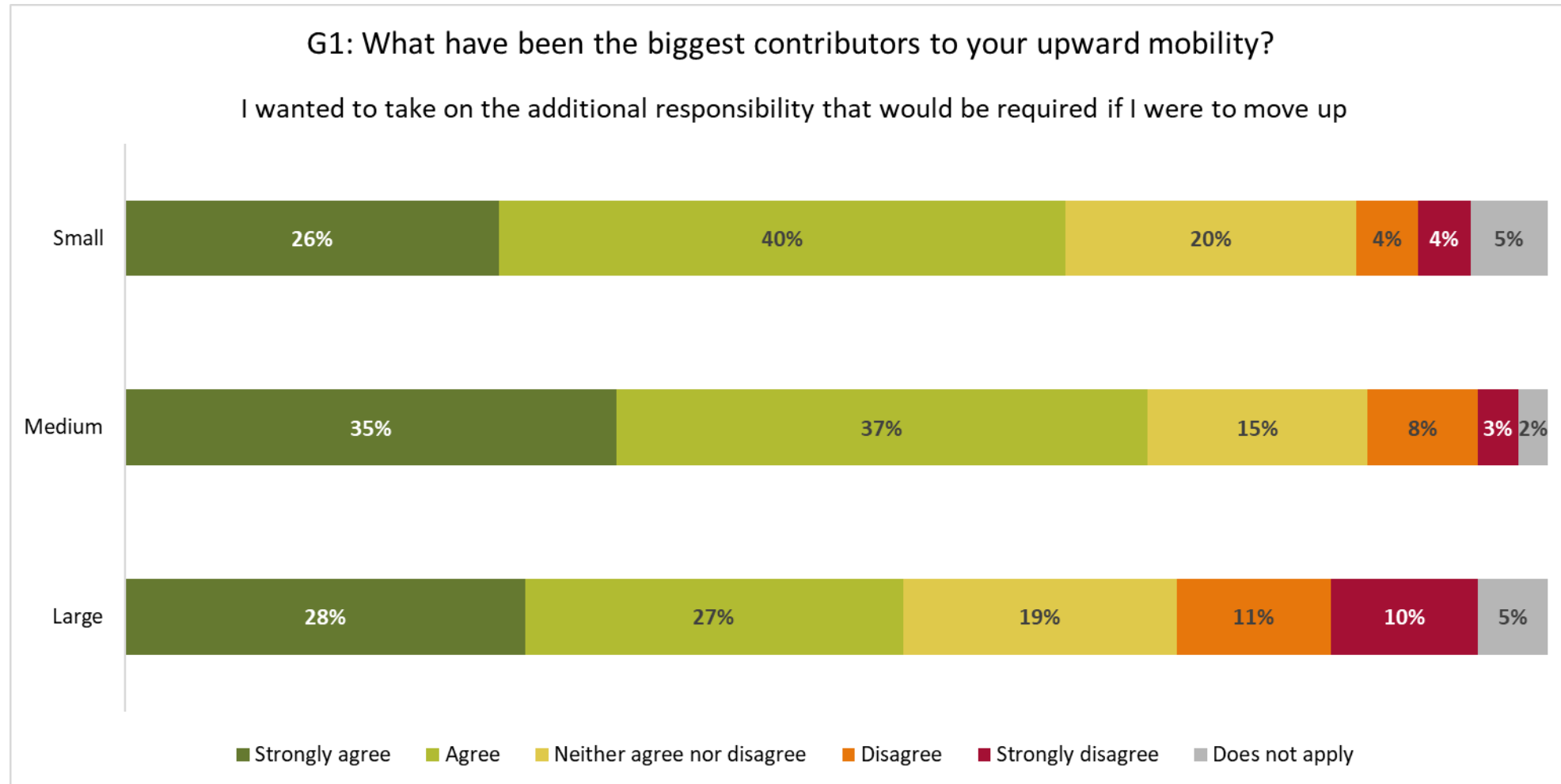
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Section G

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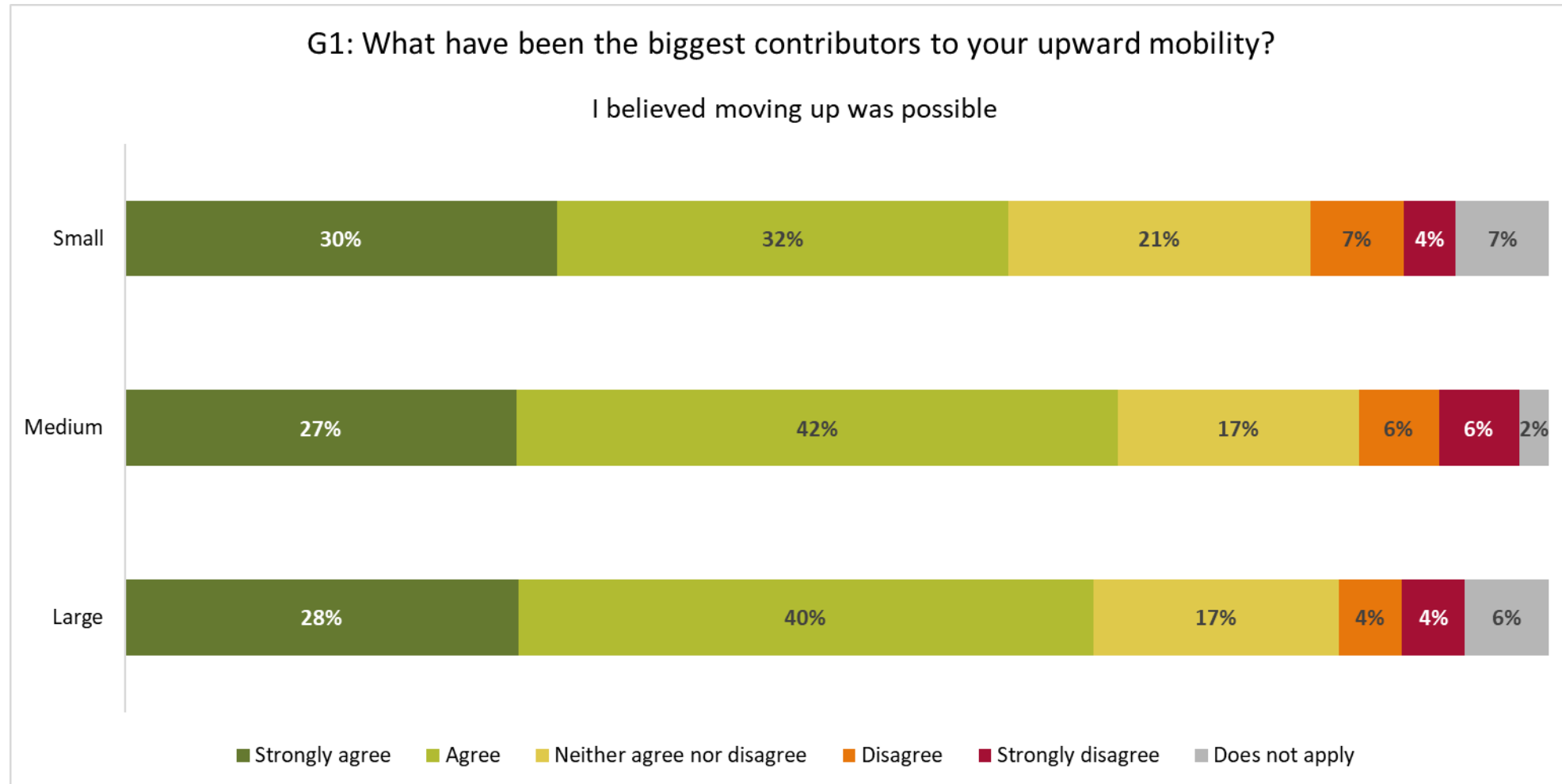
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Section G

Attitudes about upward mobility

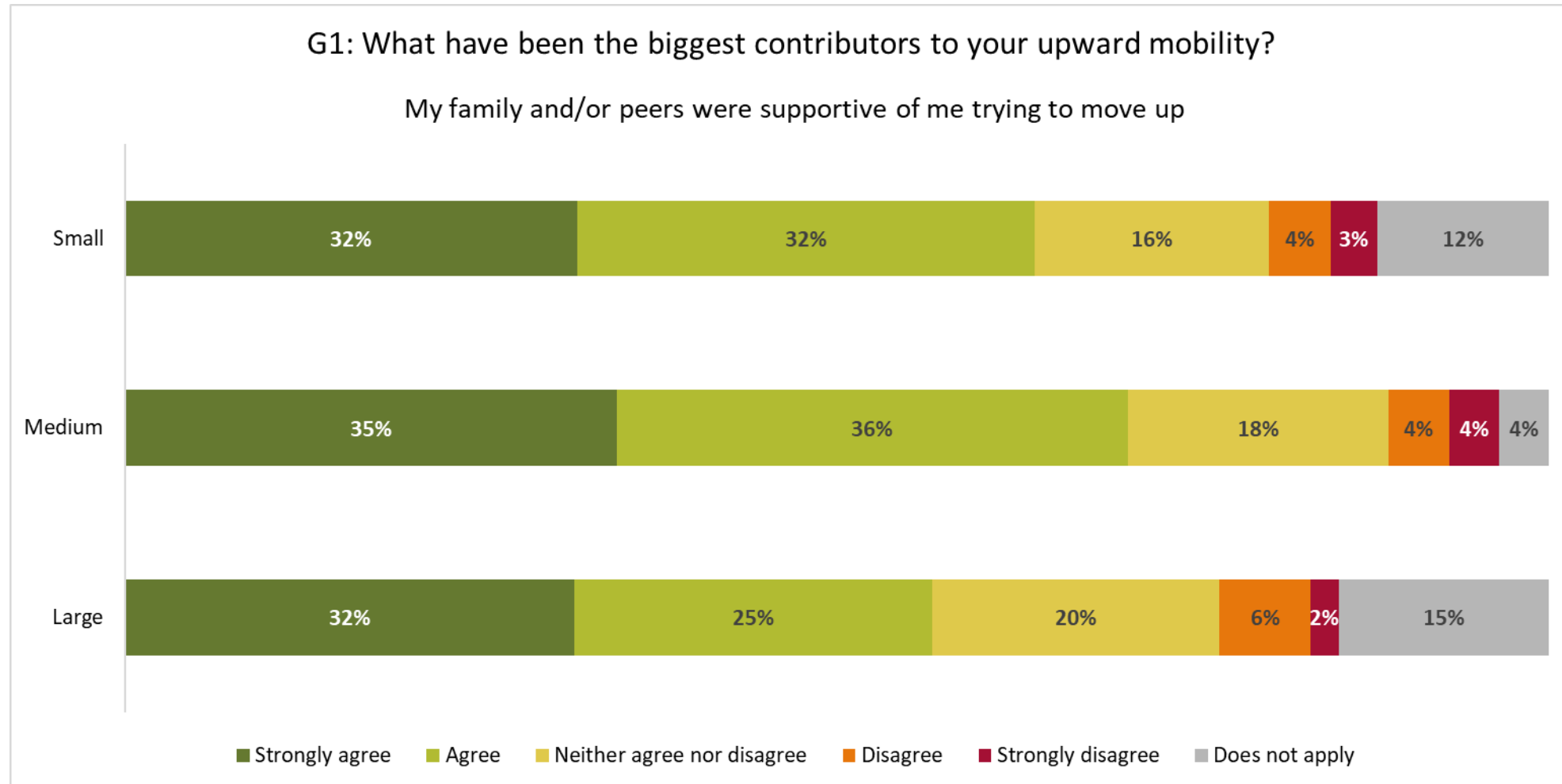
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Section G

Attitudes about upward mobility

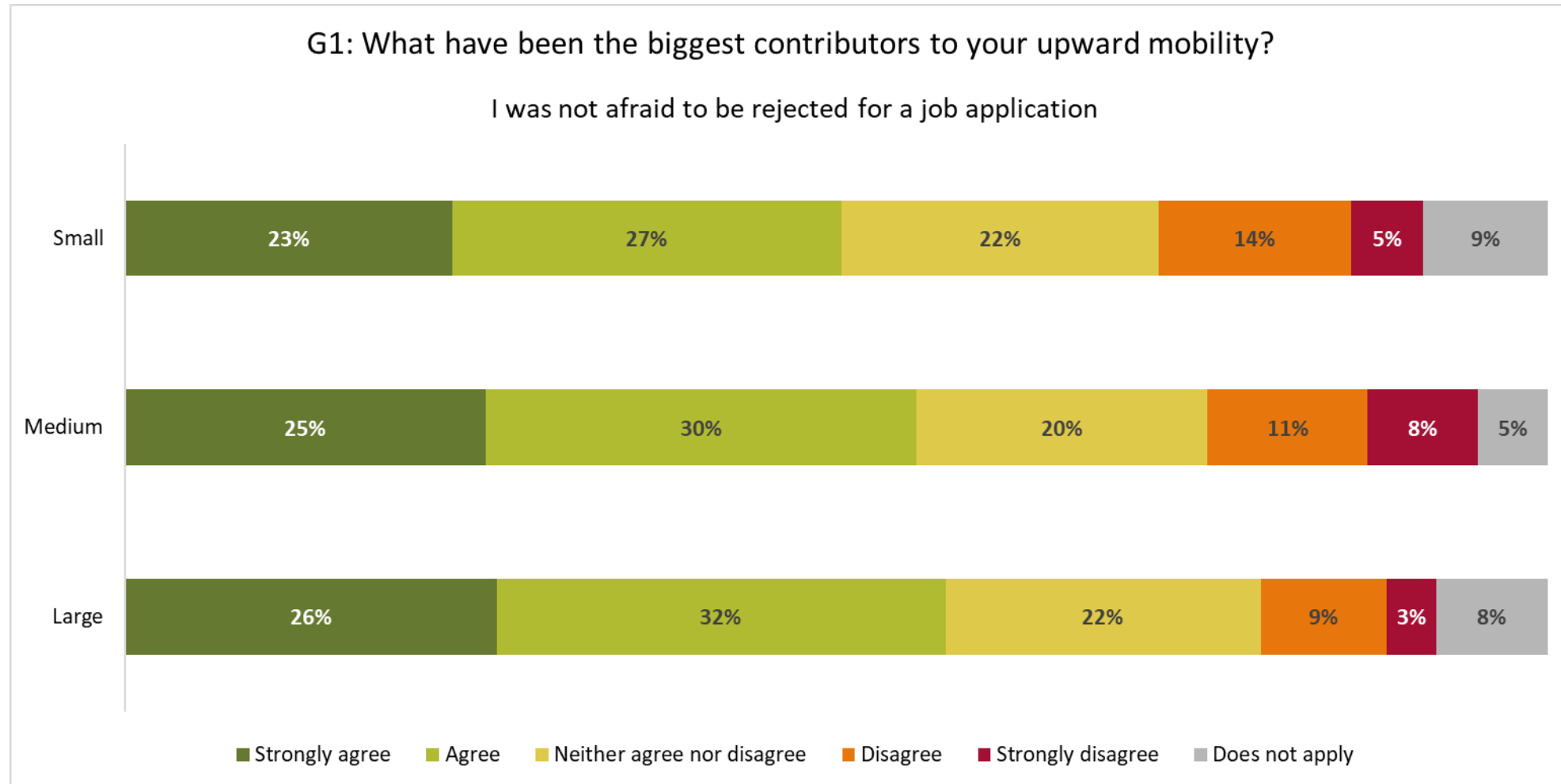
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Section G

Attitudes about upward mobility

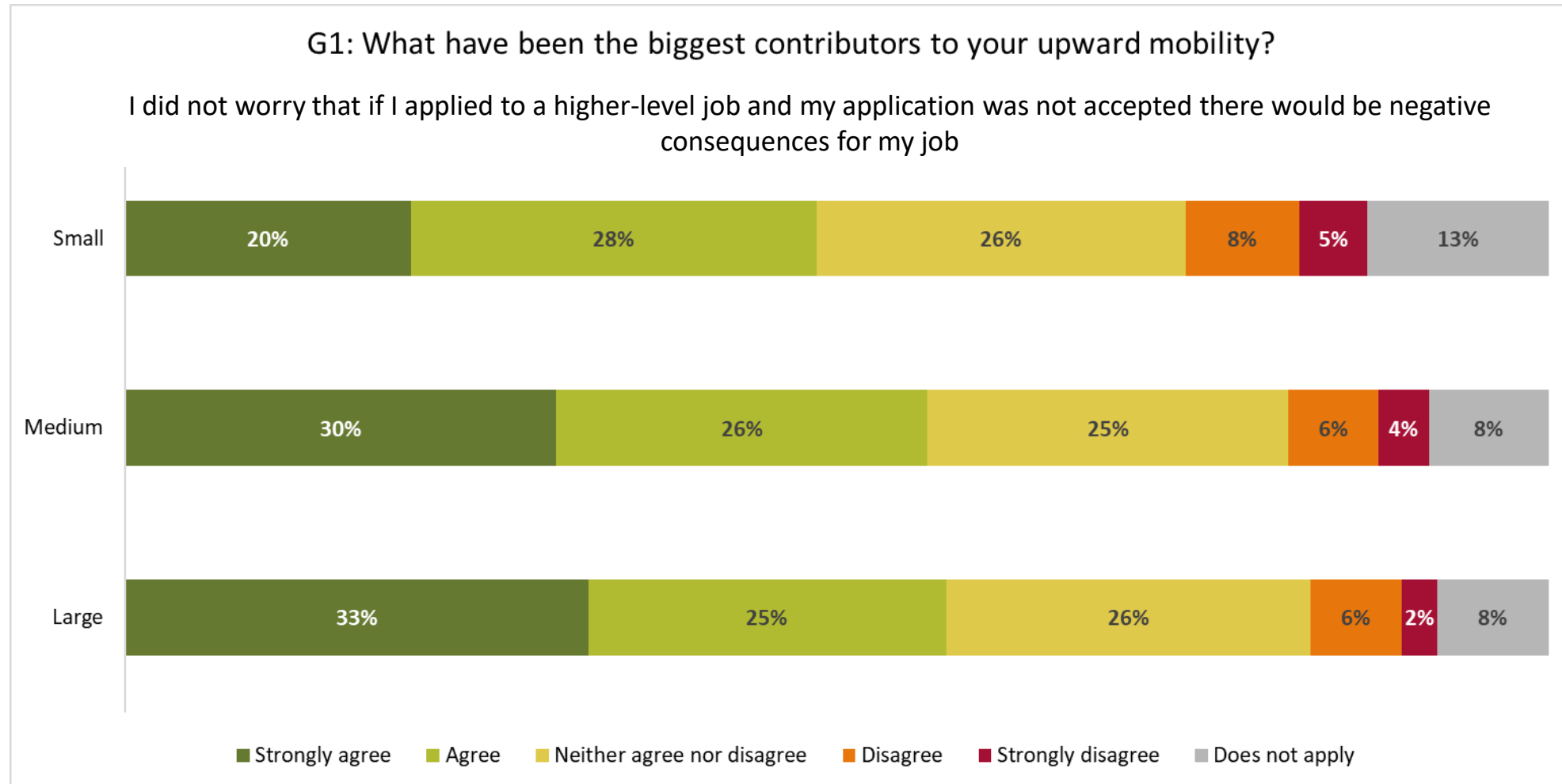
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Section G

Attitudes about upward mobility

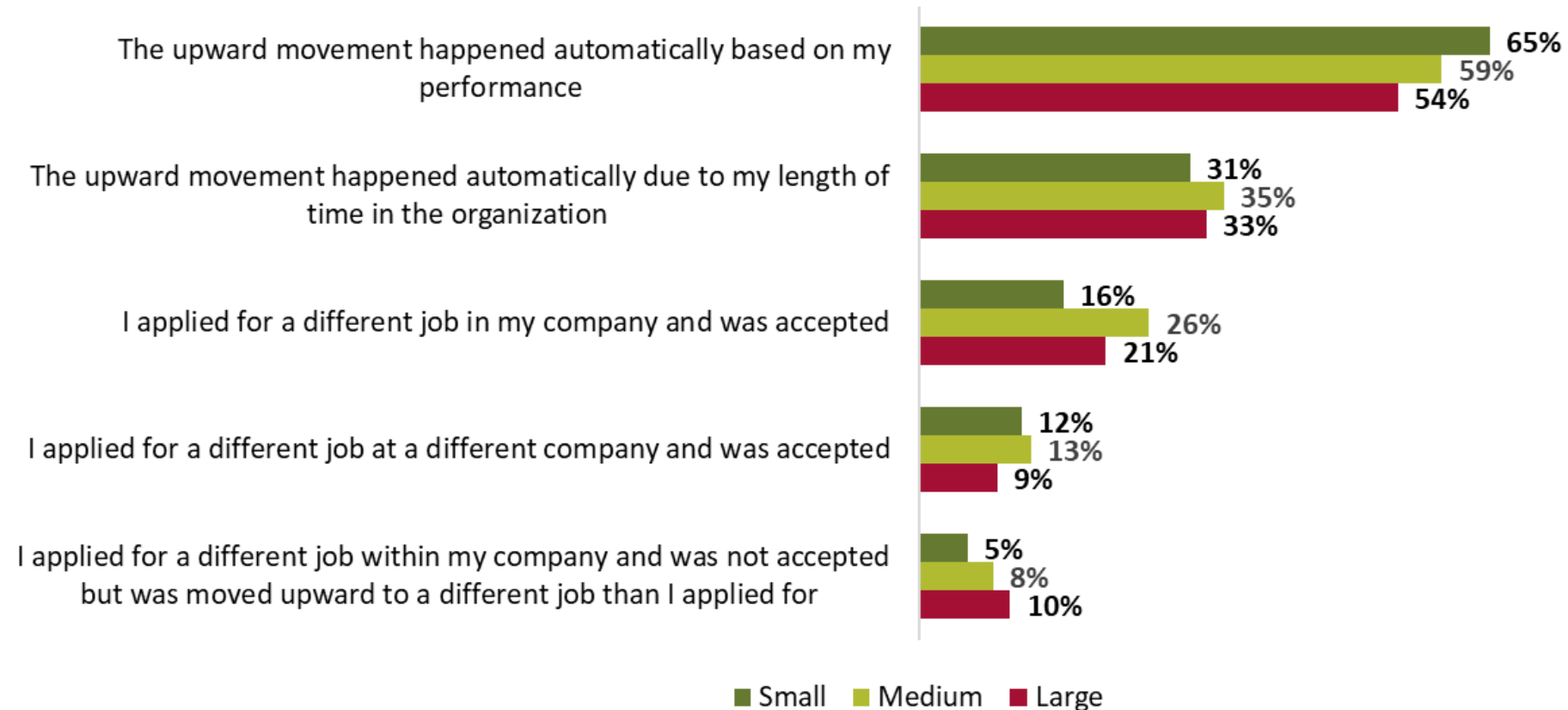
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Section G

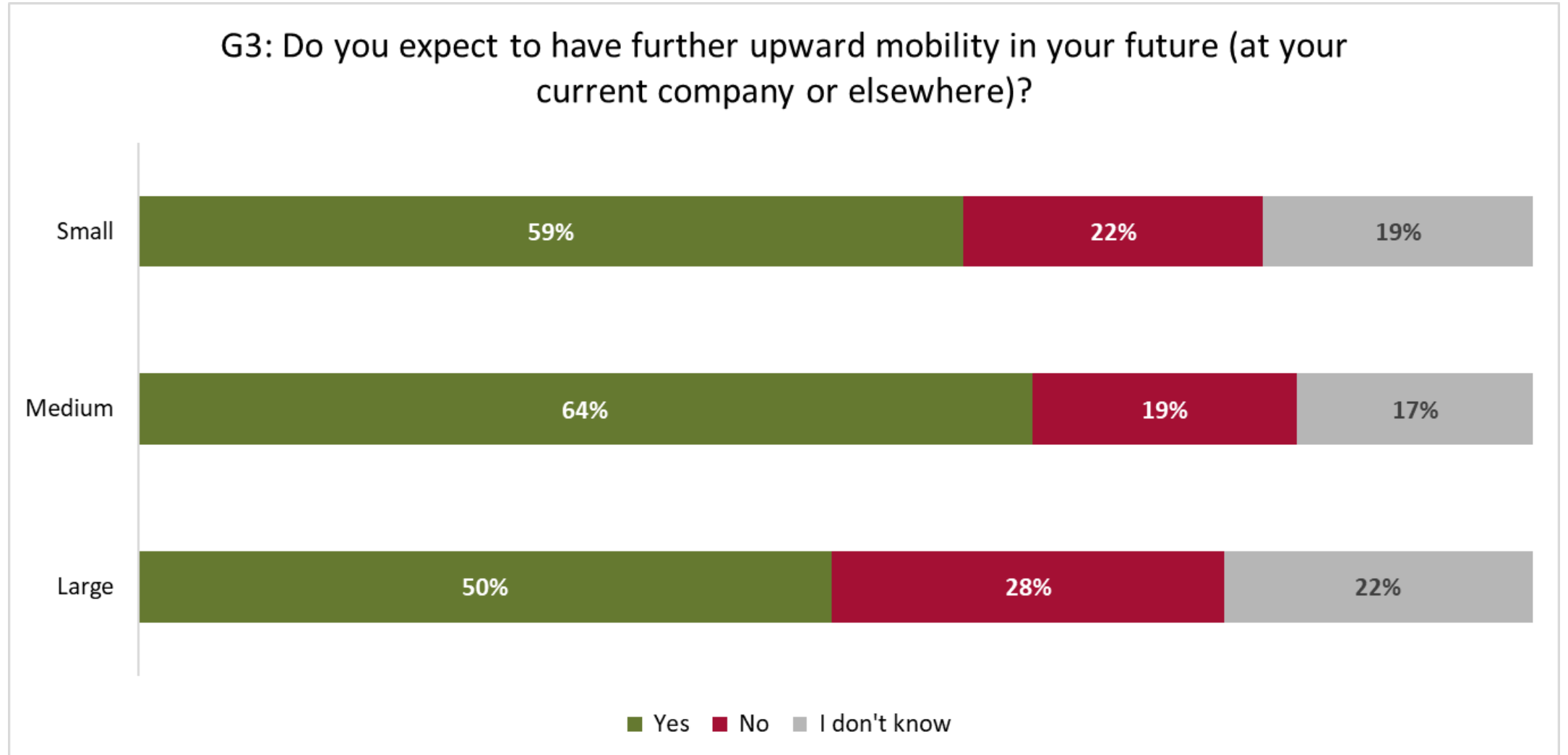
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G2: What action did you take that led to these positive increases in your upward mobility?



Section G

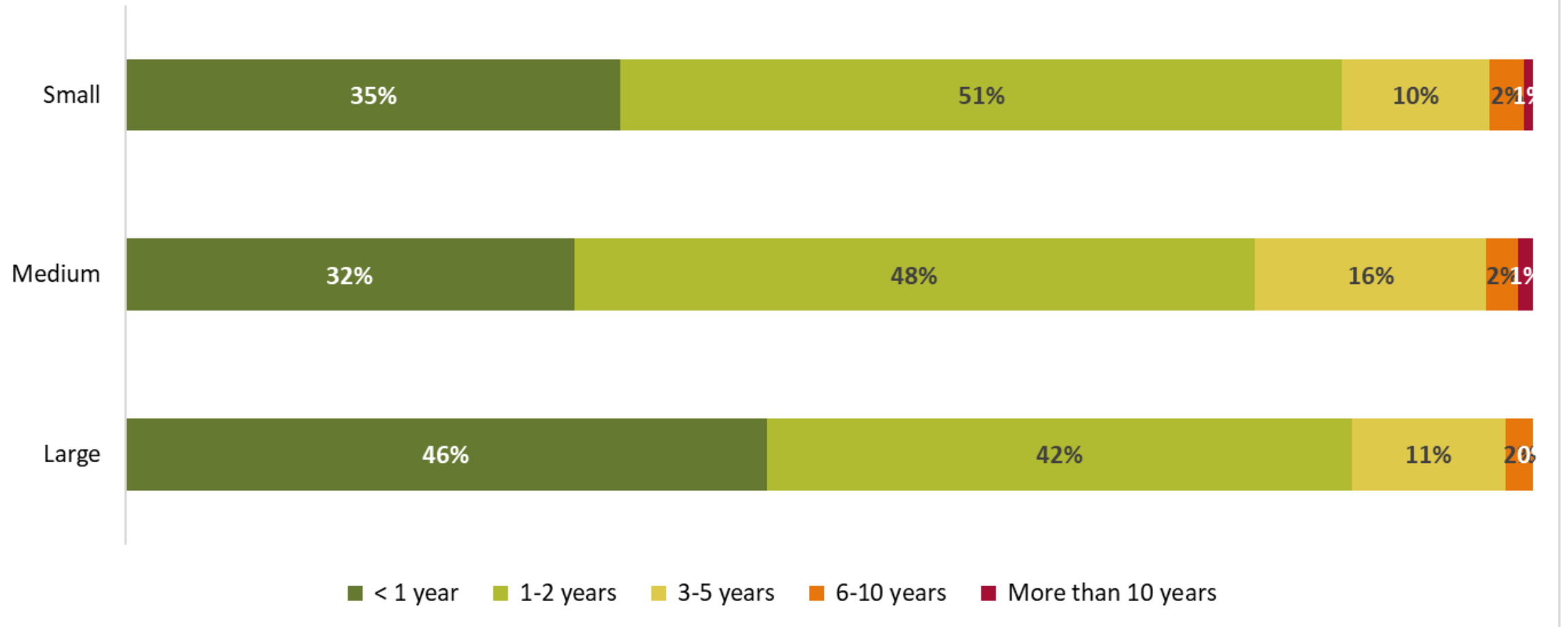
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.



Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G4: How long do you think it will take you to get your next pay raise and/or promotion?

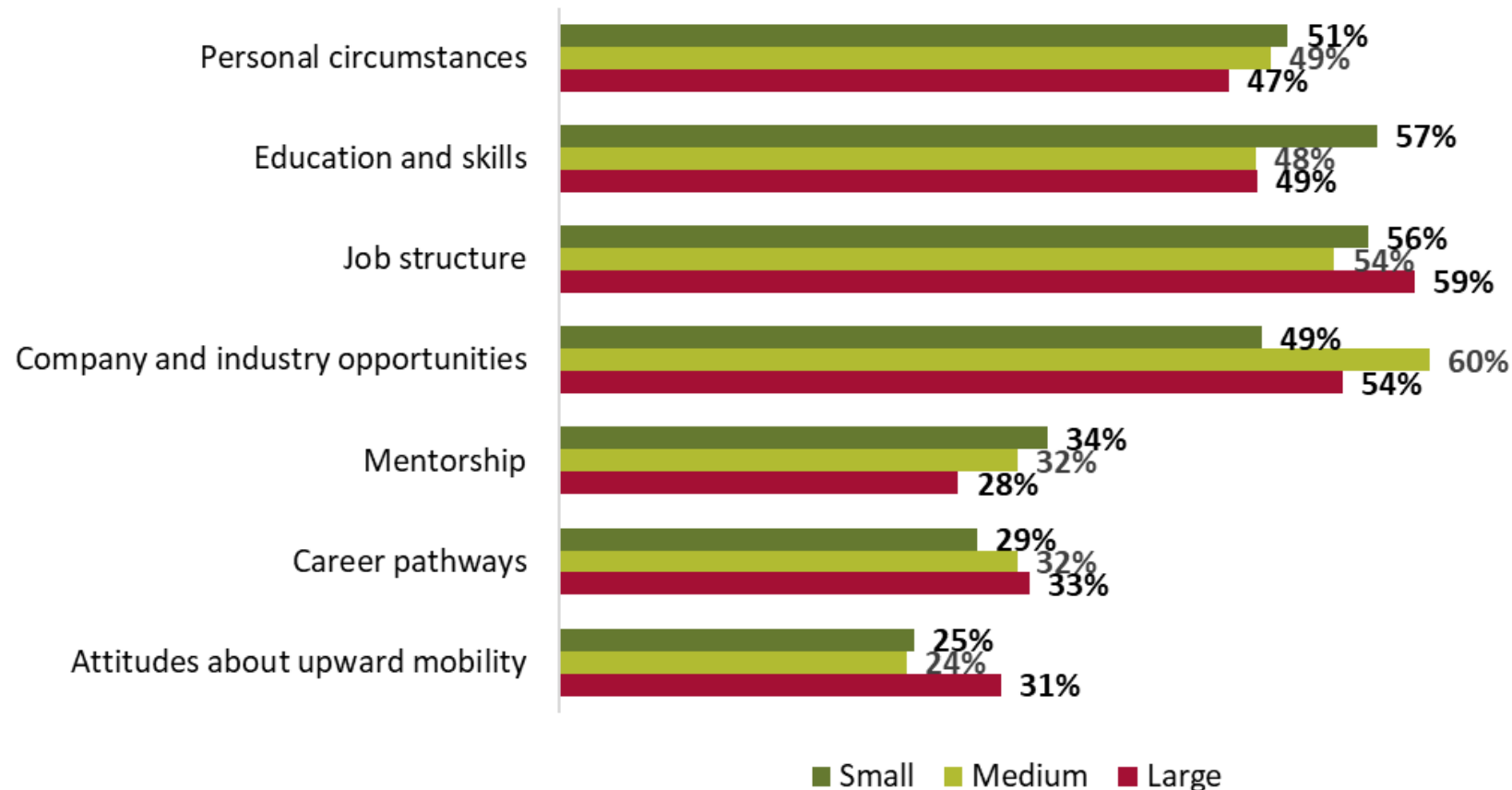


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G5: Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility?

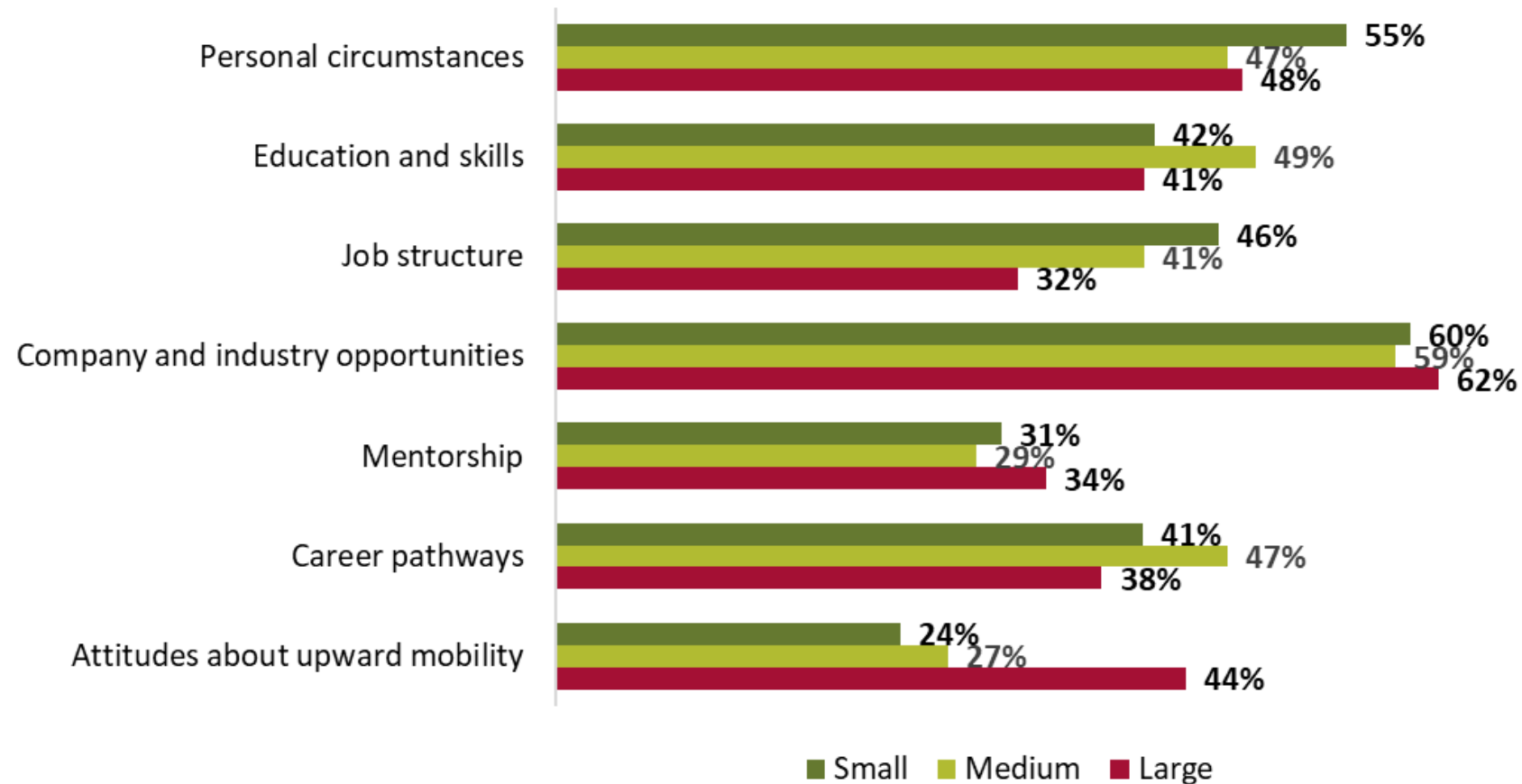


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?



Note: Only respondents who don't know or do not expect upward mobility in the future answered this question.

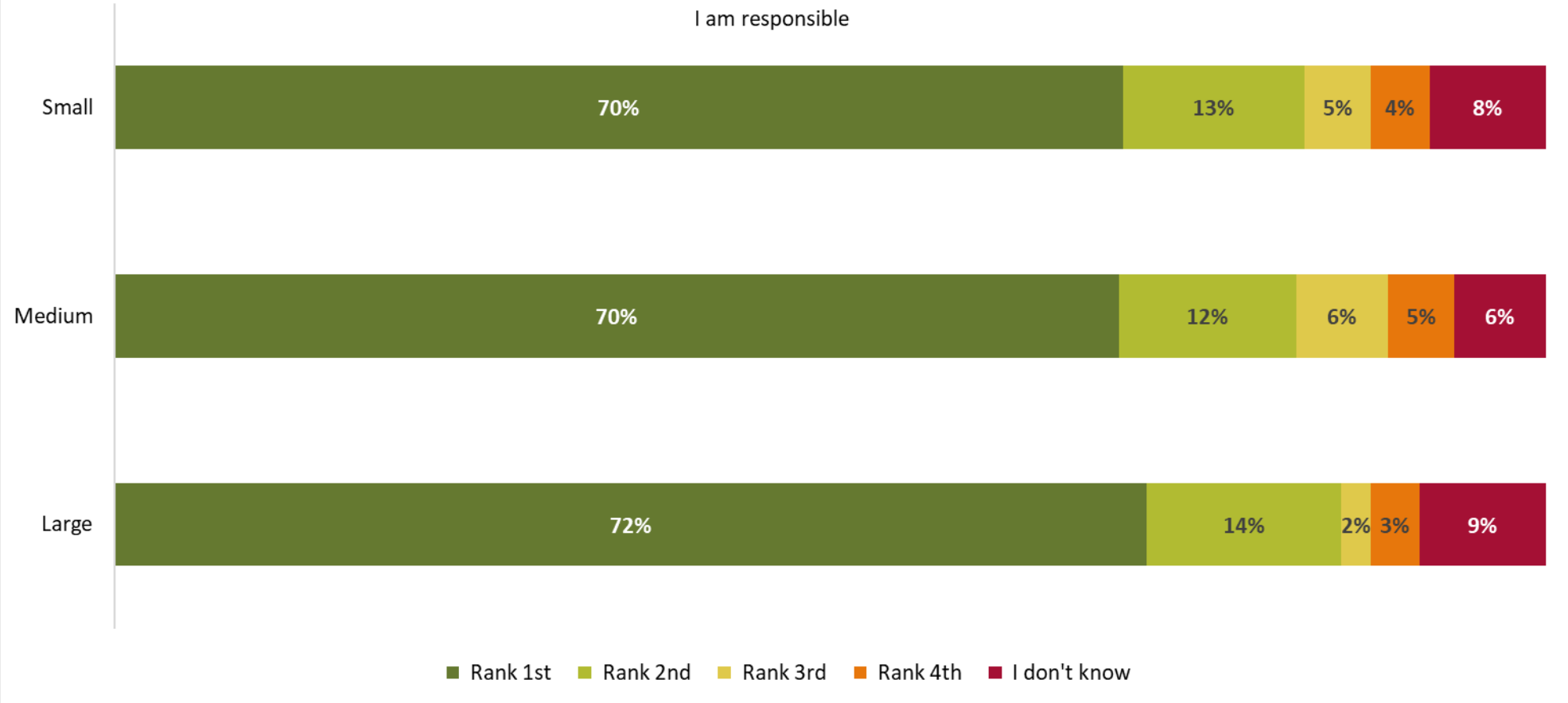
Section H

Your attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

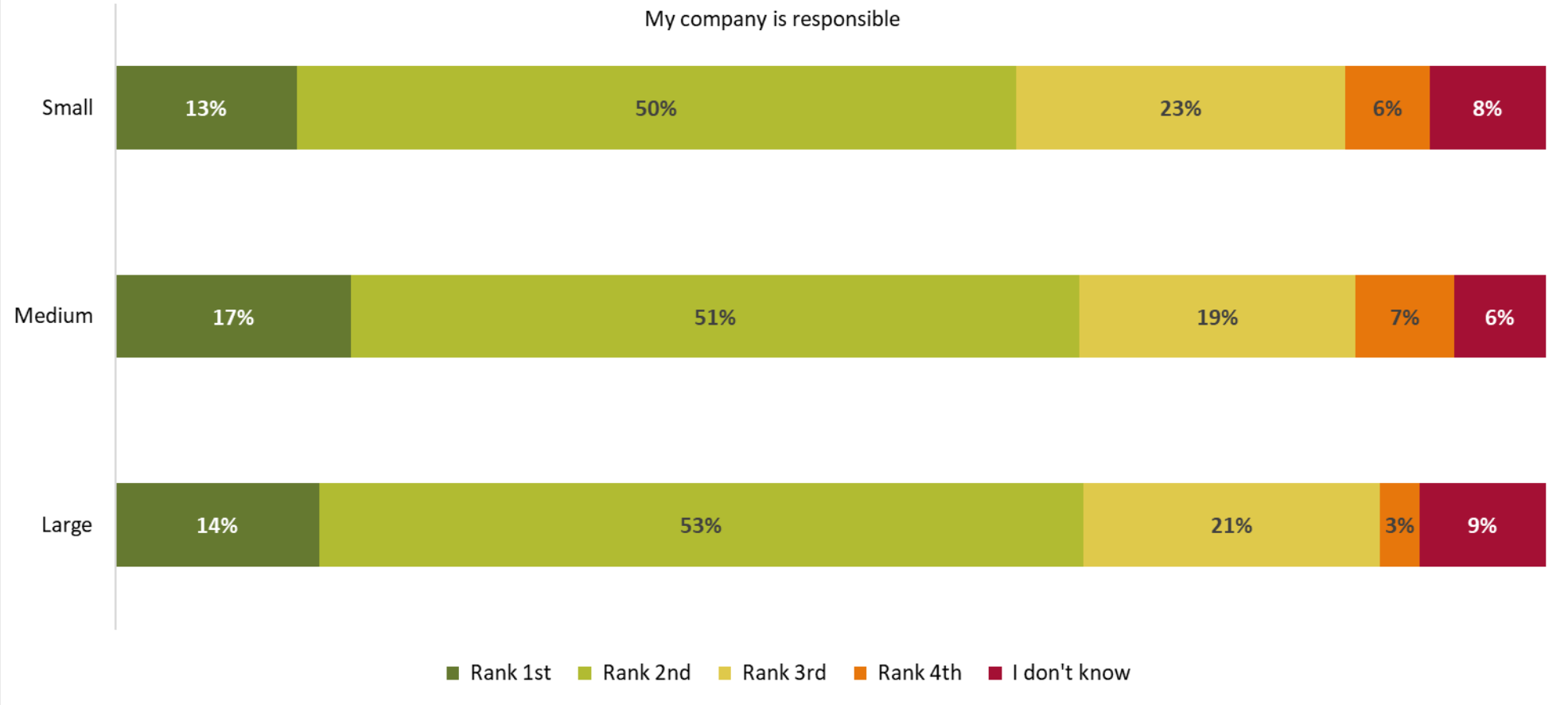
H1: Who is responsible for your overall upward mobility?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

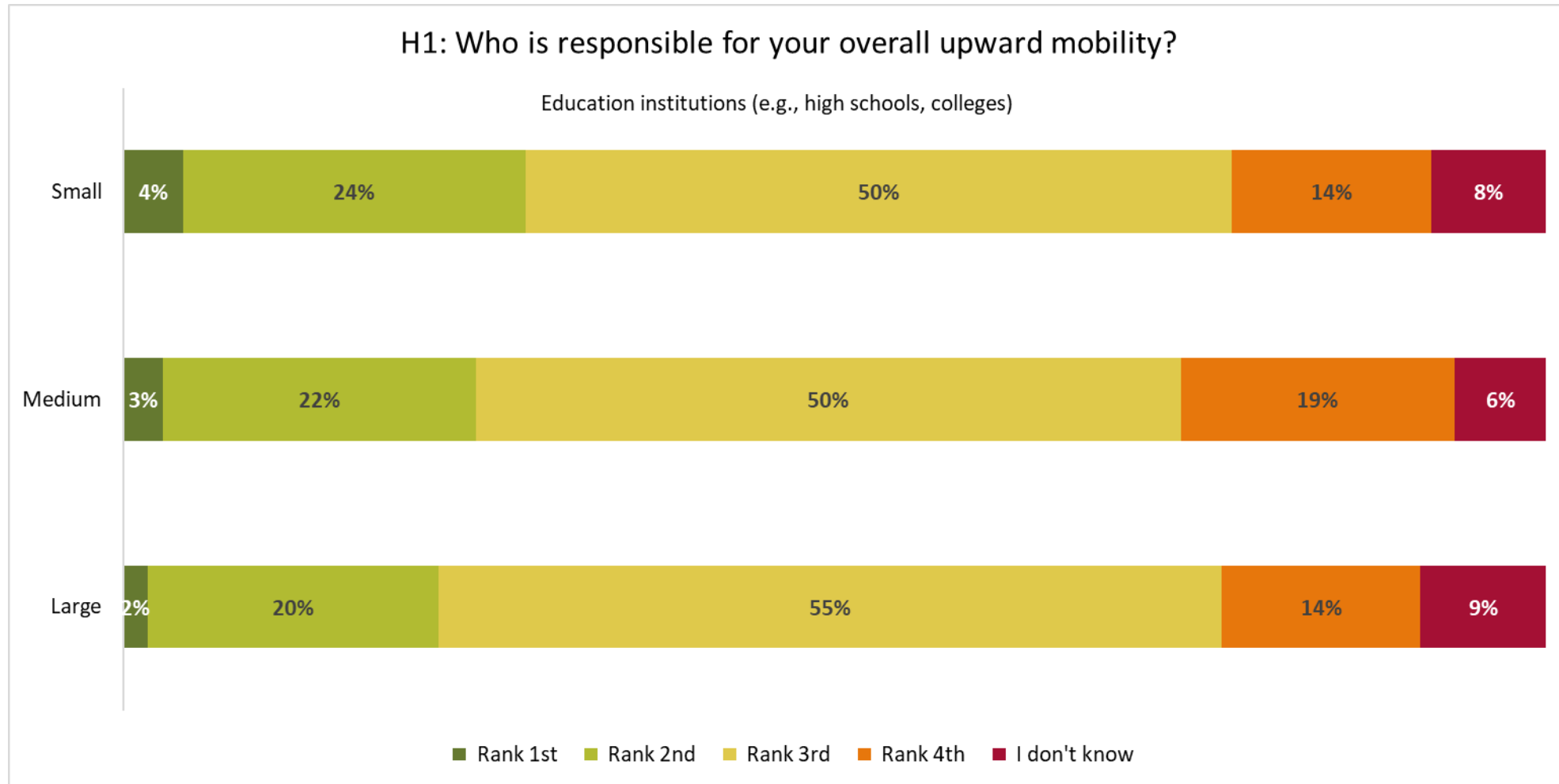
Section H

H1: Who is responsible for your overall upward mobility?



Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

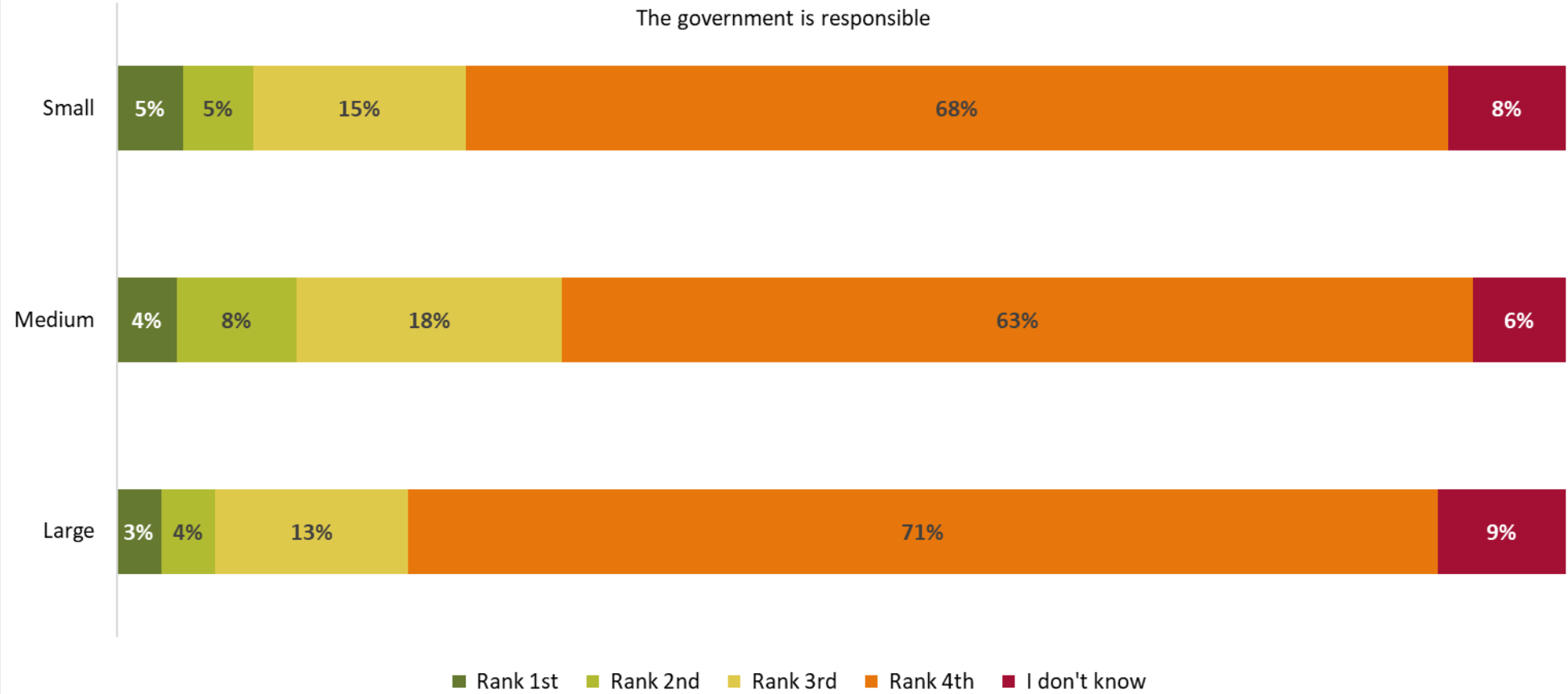


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H1: Who is responsible for your overall upward mobility?

The government is responsible

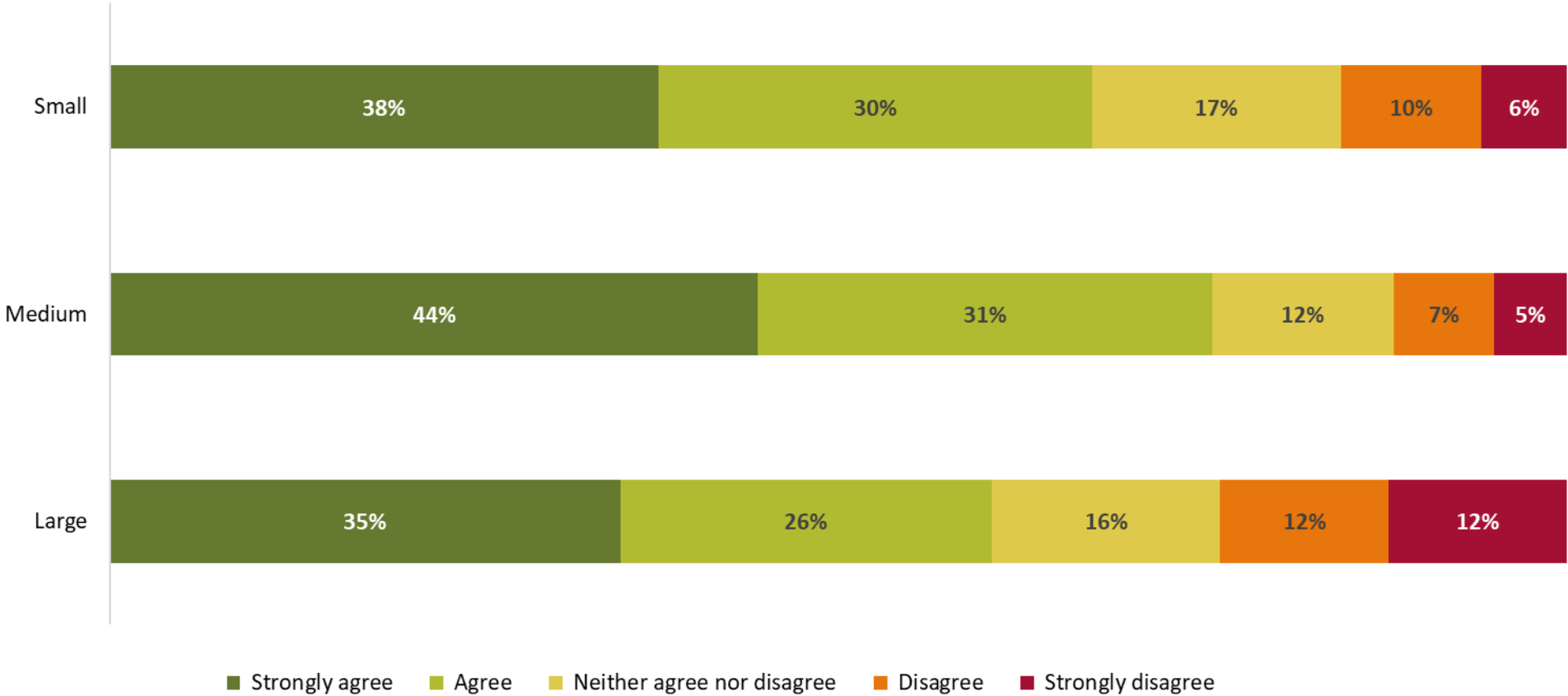


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I want to move up in my career

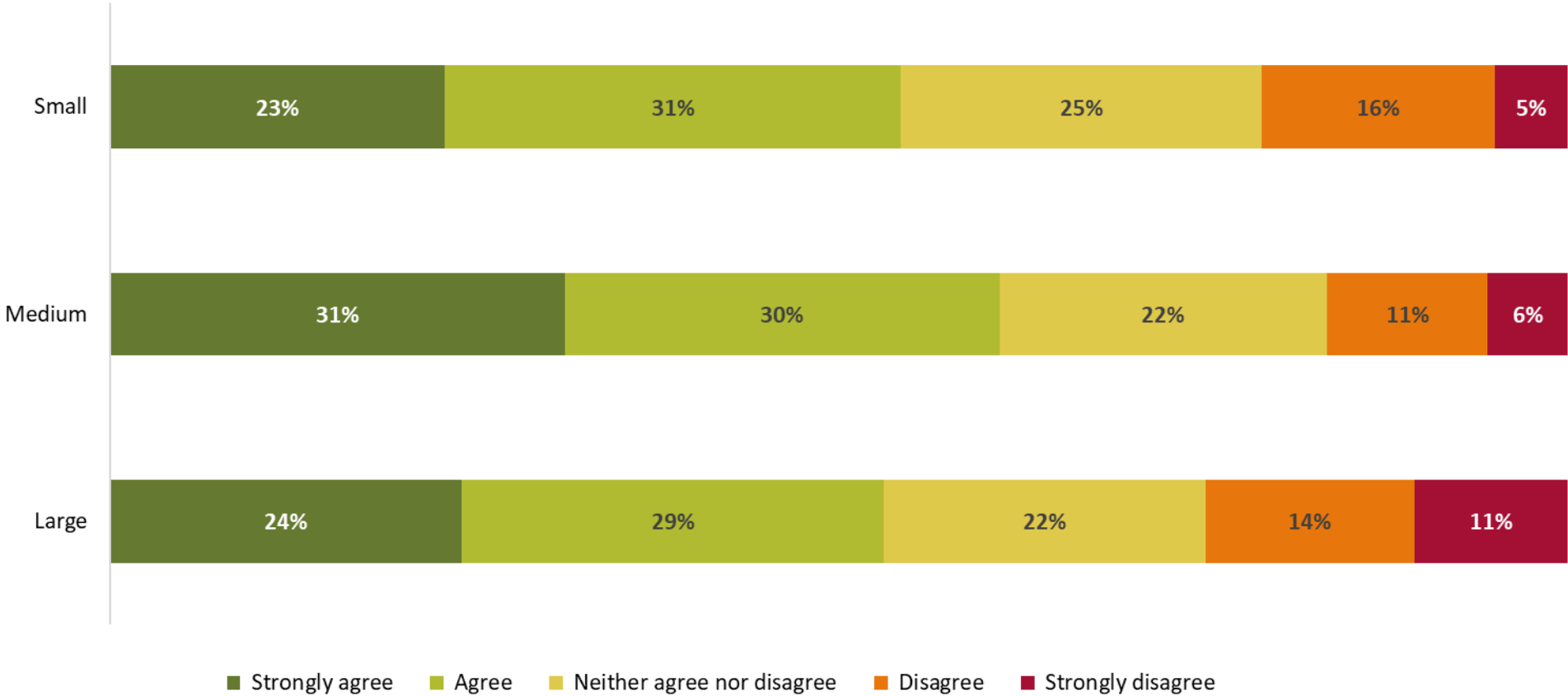


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I have the skills to move up but other barriers are preventing me from doing so

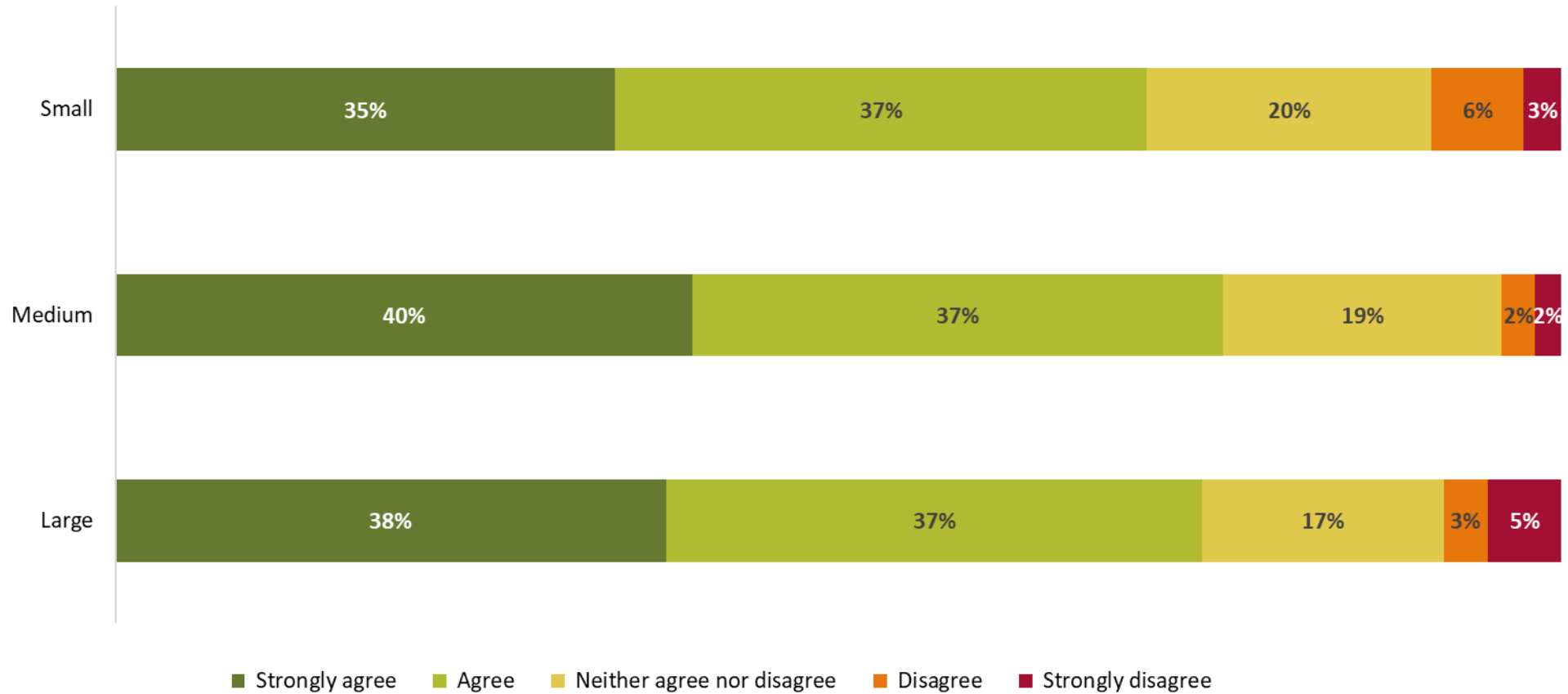


Section H

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe I should have the opportunity to move up

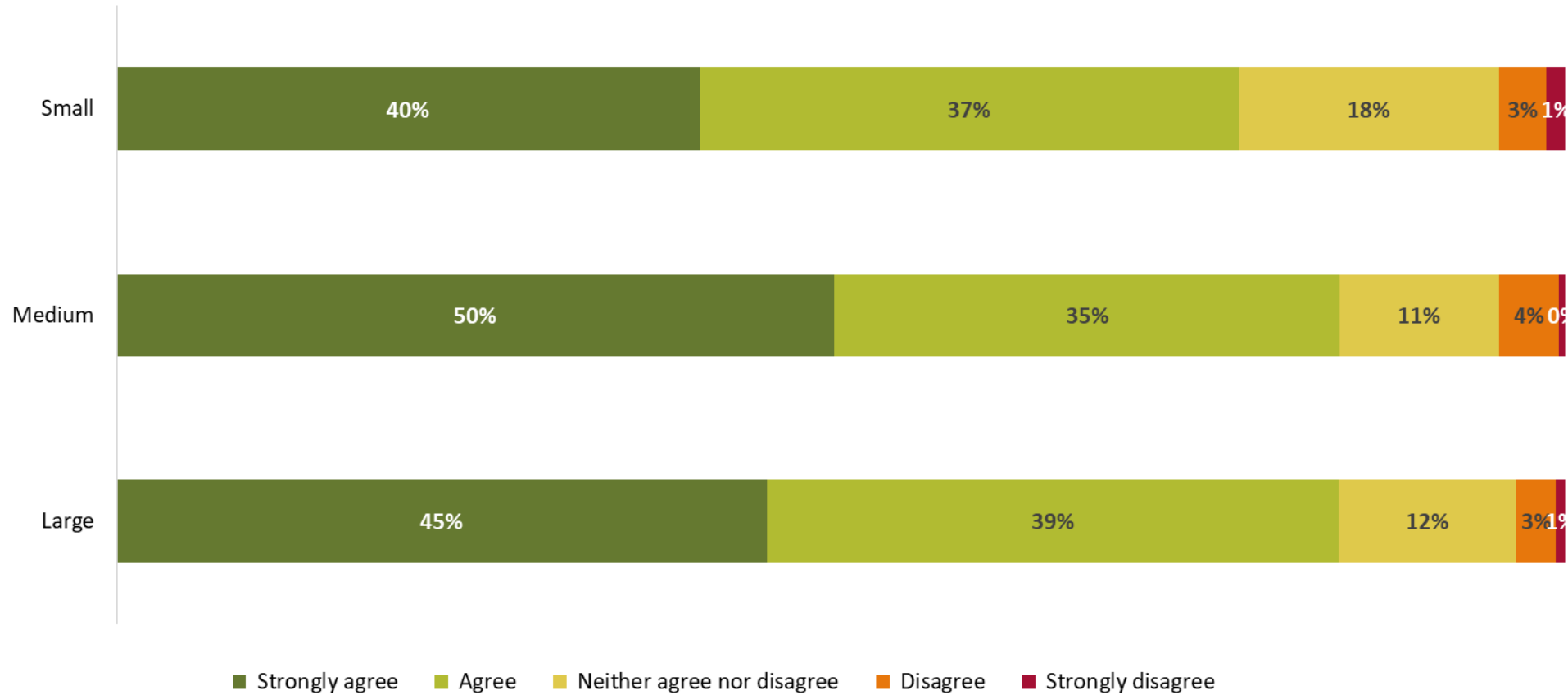


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe all workers should have the opportunity to move up

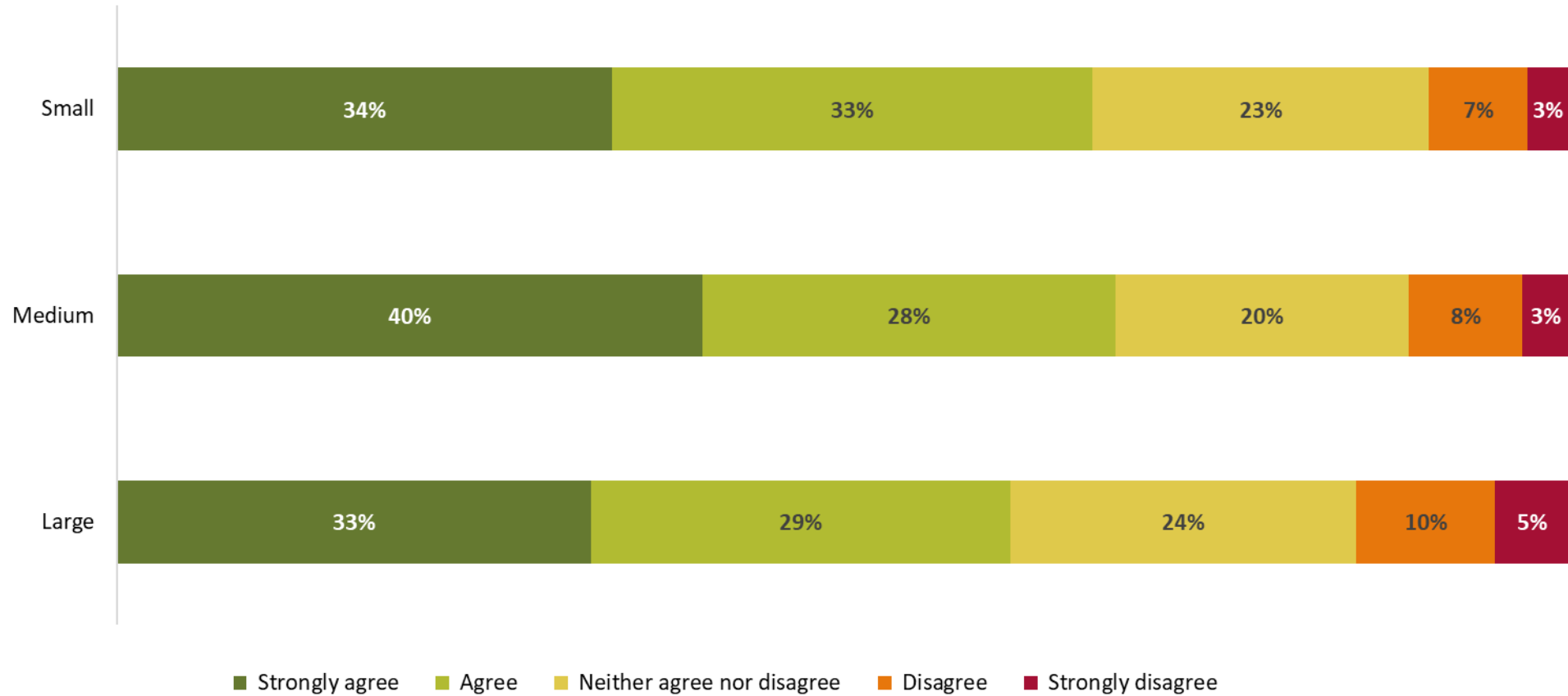


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

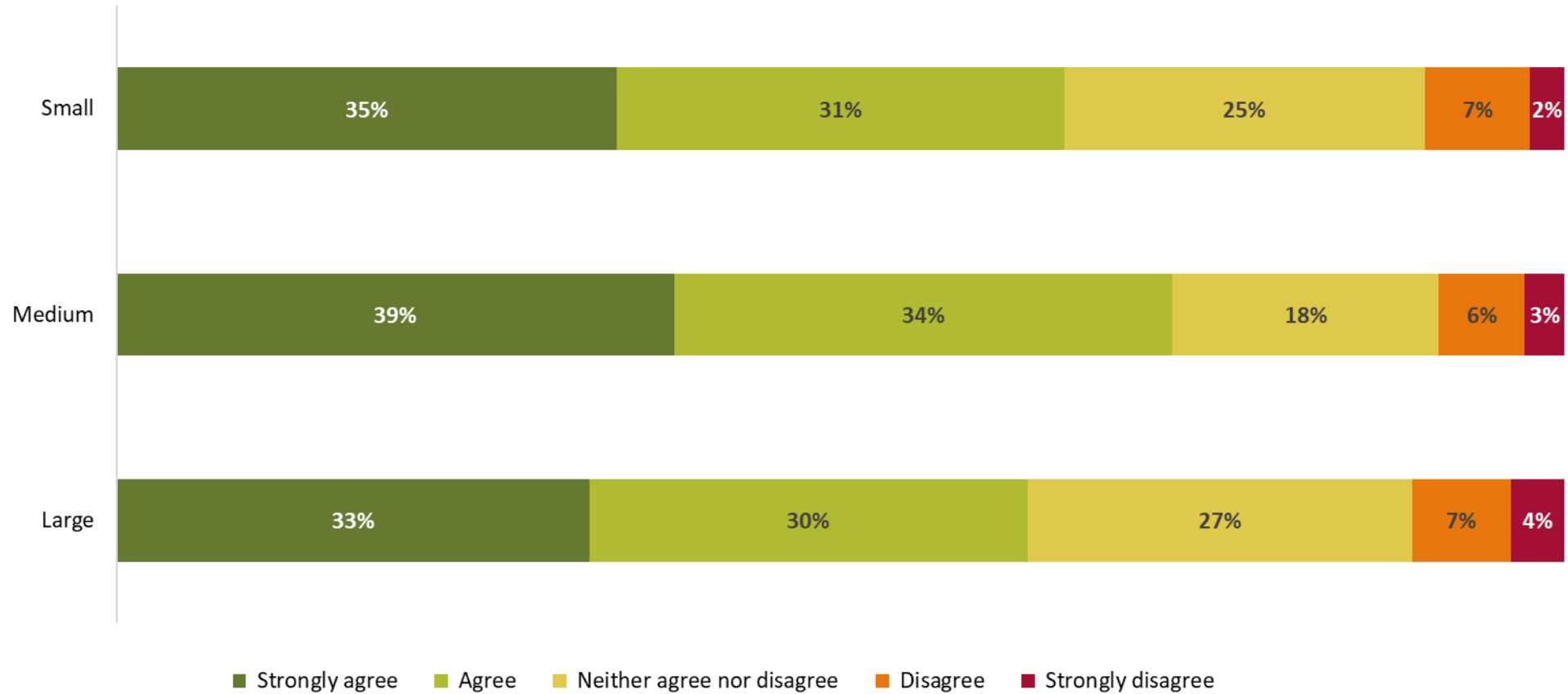
If I work hard, I will be able to move up



Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

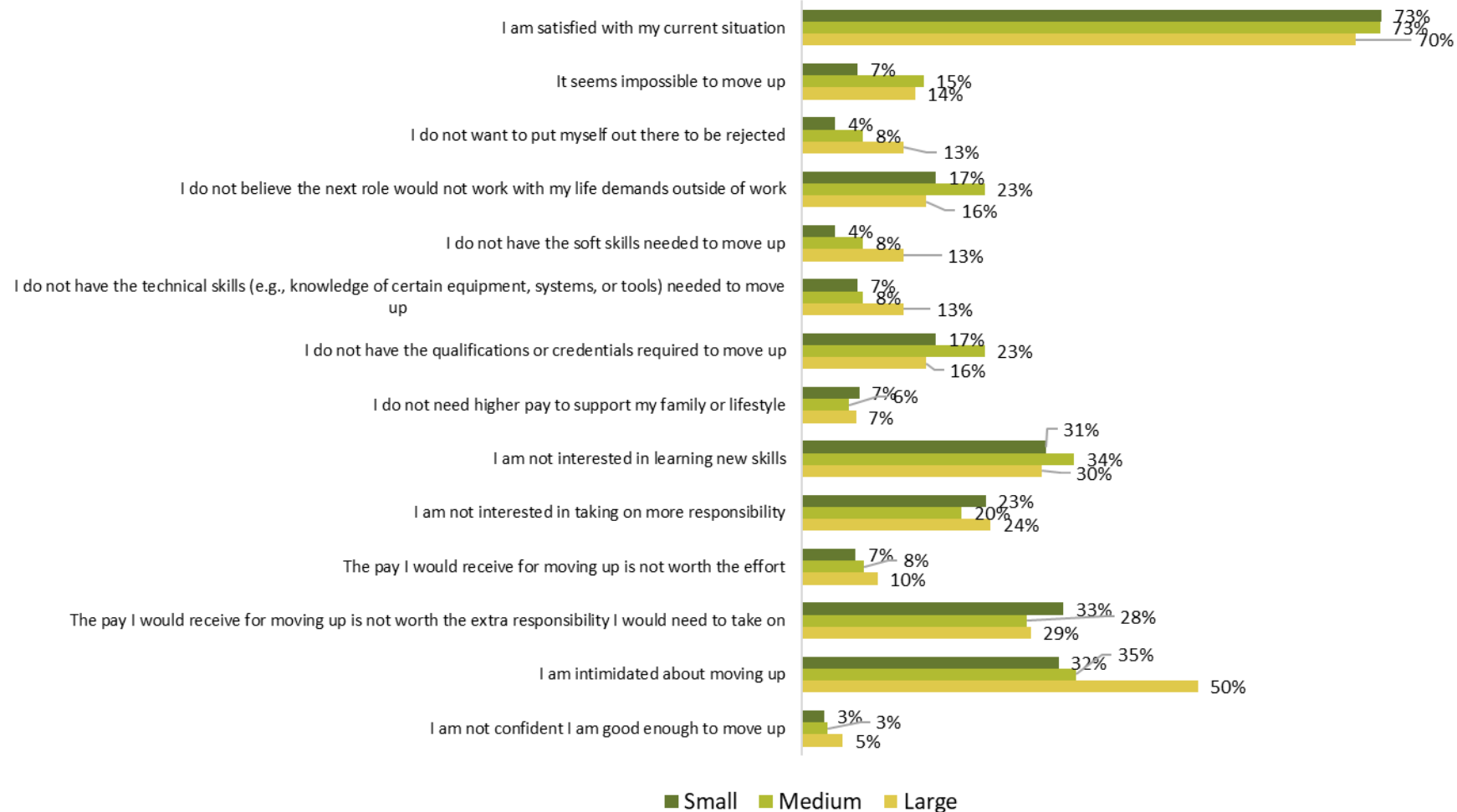
H2: Please indicate how strongly you agree or disagree with each of the following statements:
 If I know what skills I need to move up and I am able to get the training I need to acquire them, I will be able to move up



Section H

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H3: I do not want to move up in my career because:



Note: Only those who do not want to move up in their career – those who answered “strongly disagree” or “disagree” in previous question “I want to move up in my career” – answered this question

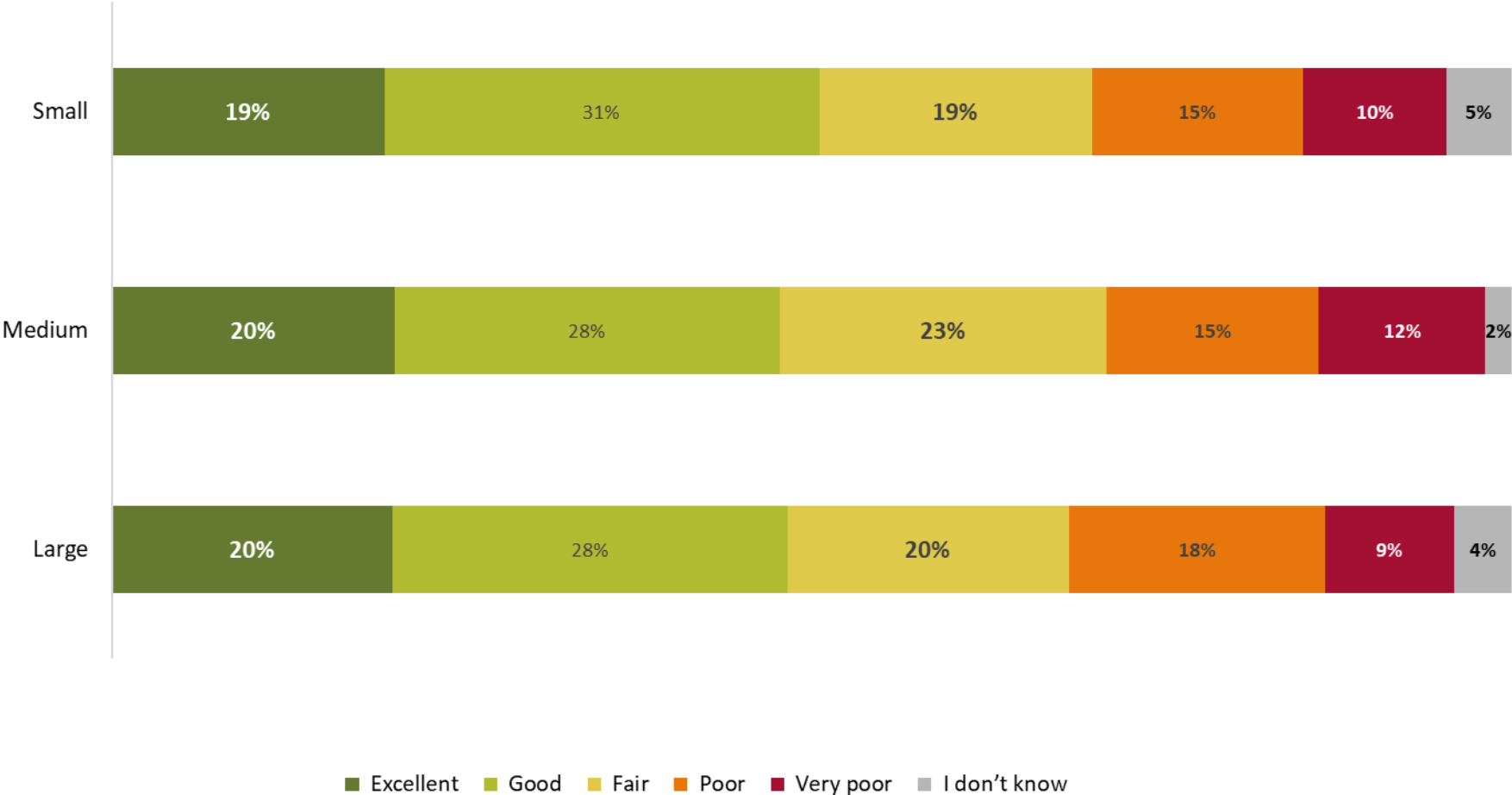
Section I

Final thoughts

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

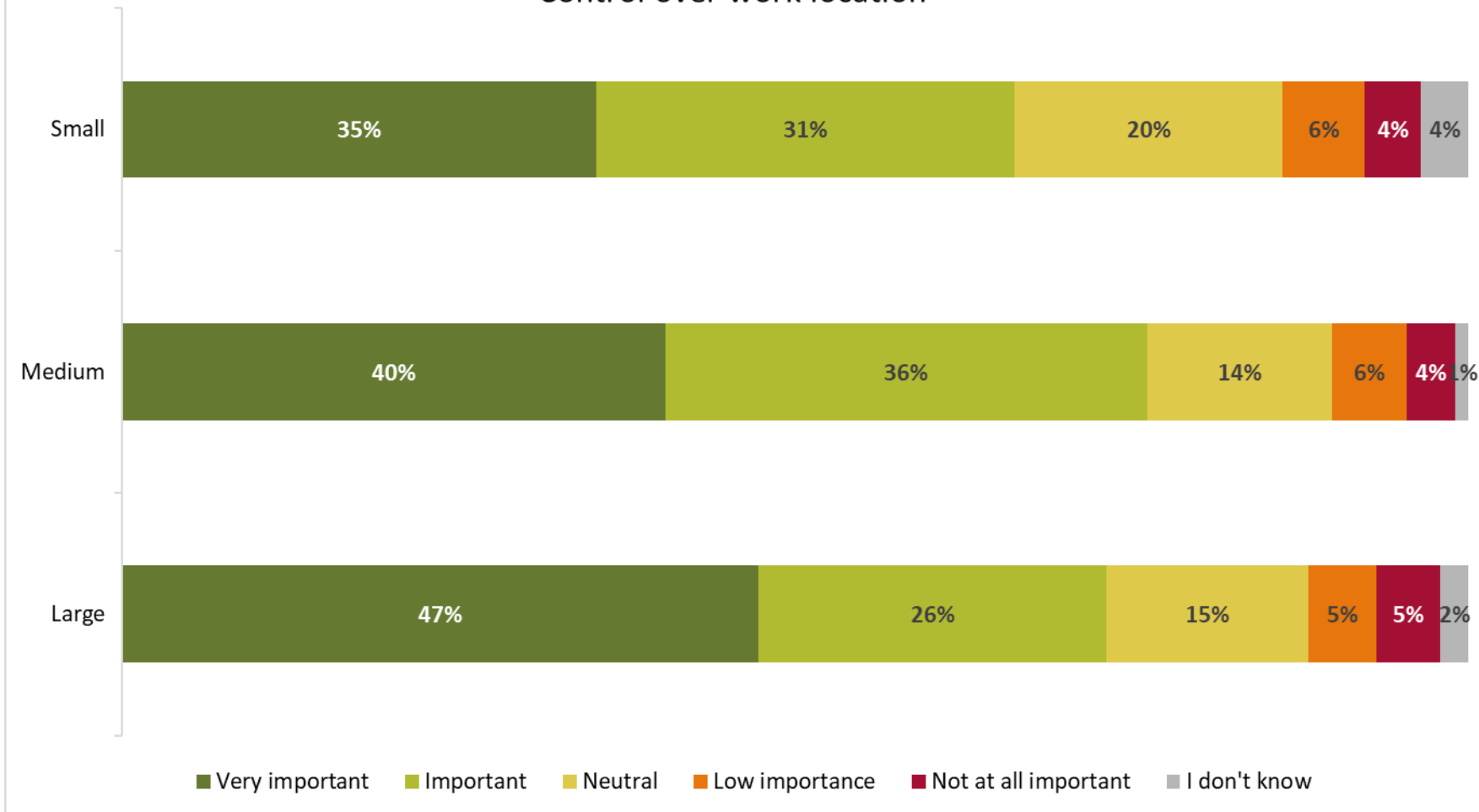
I1: How would you grade your current company’s performance in increasing the upward mobility of workers at your pay level?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

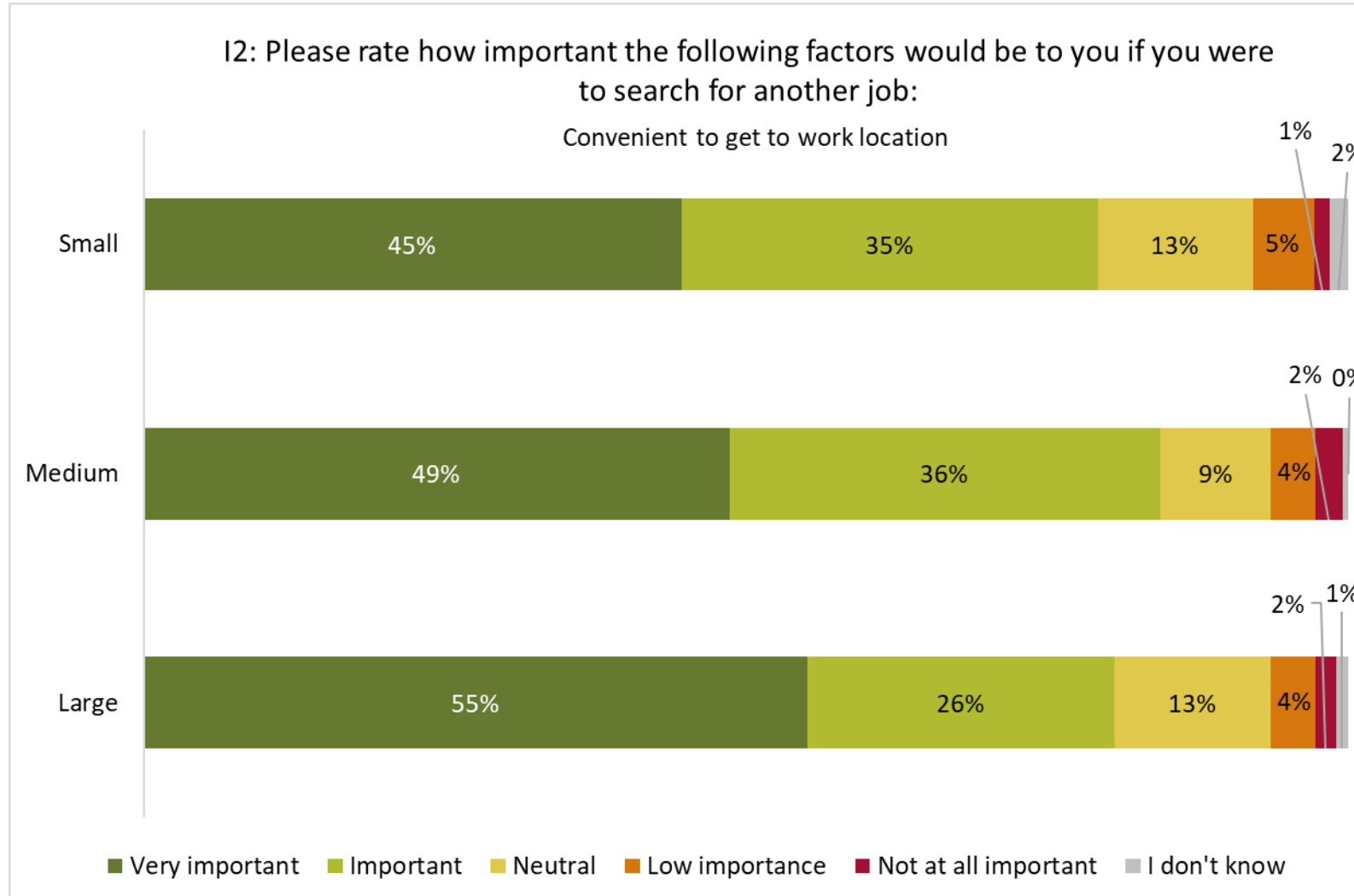
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over work location



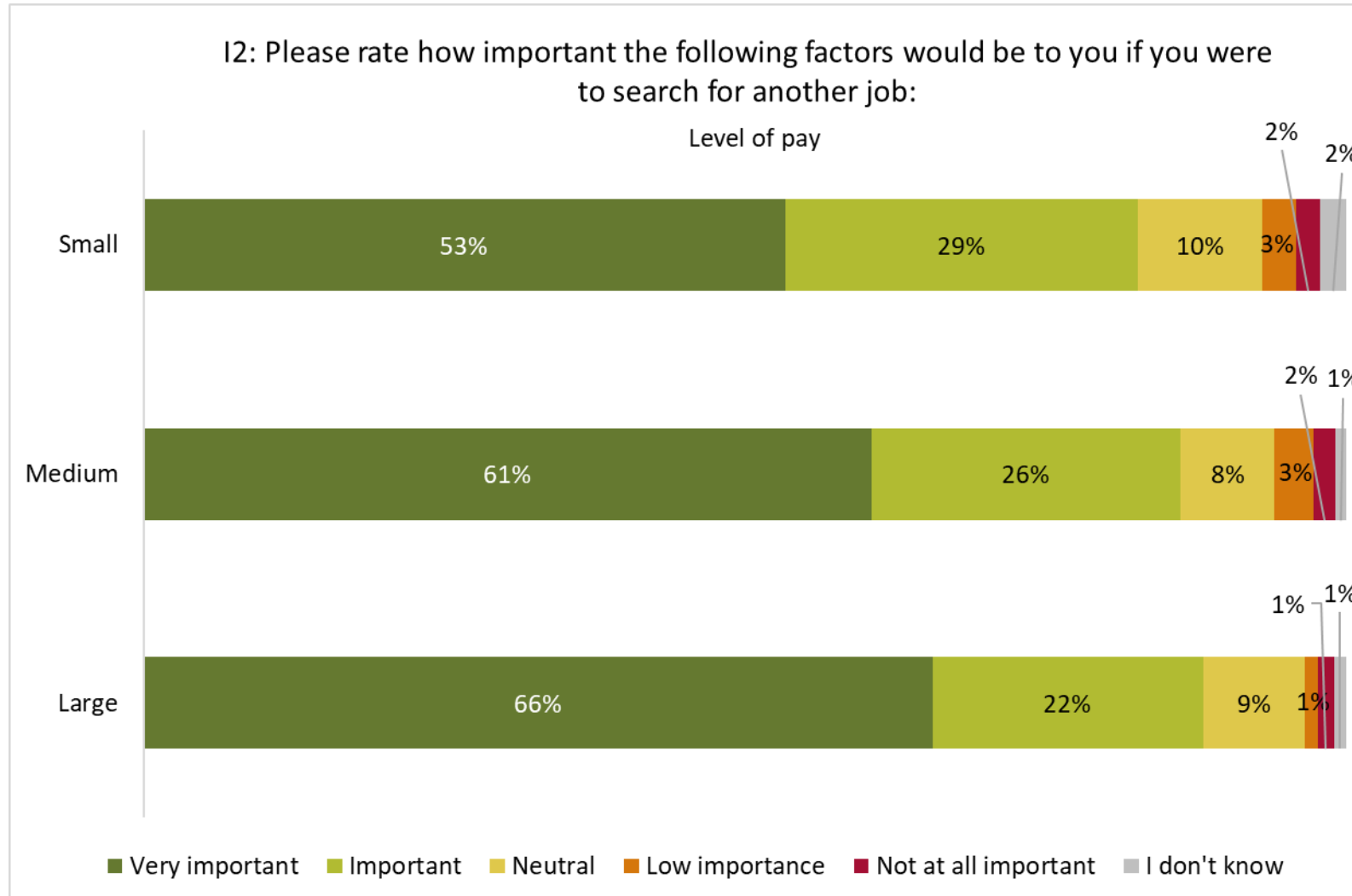
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Section I



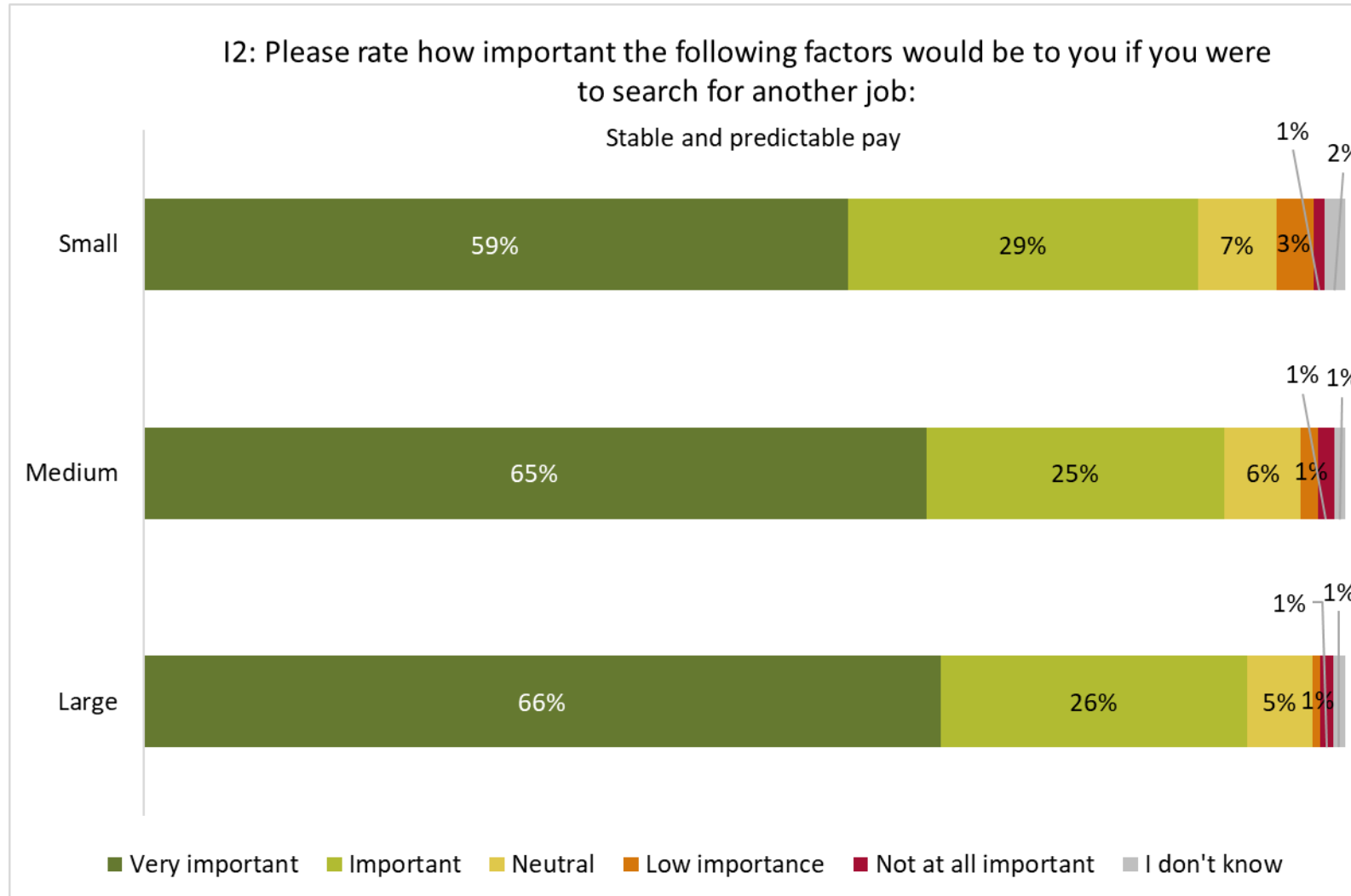
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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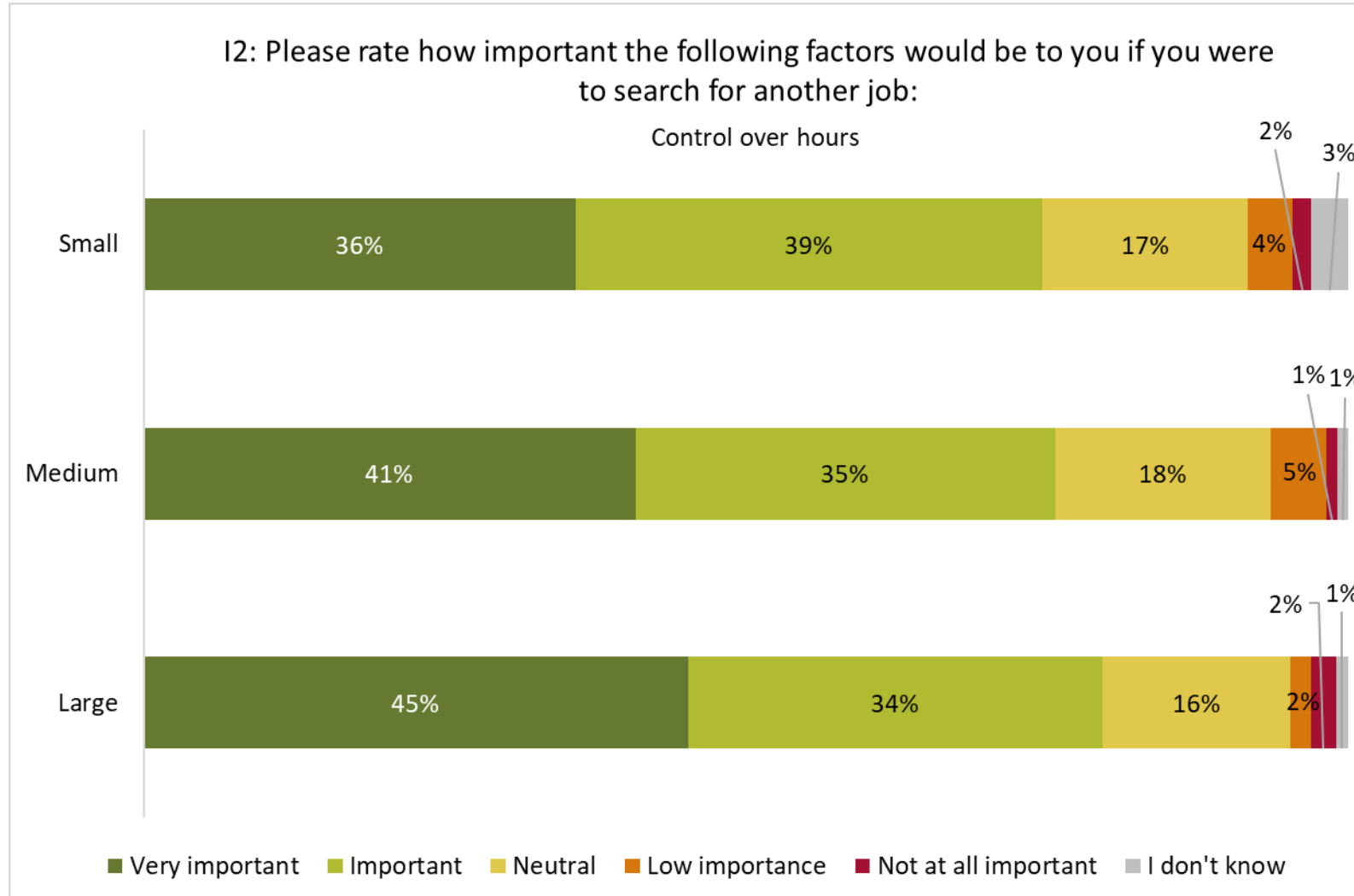
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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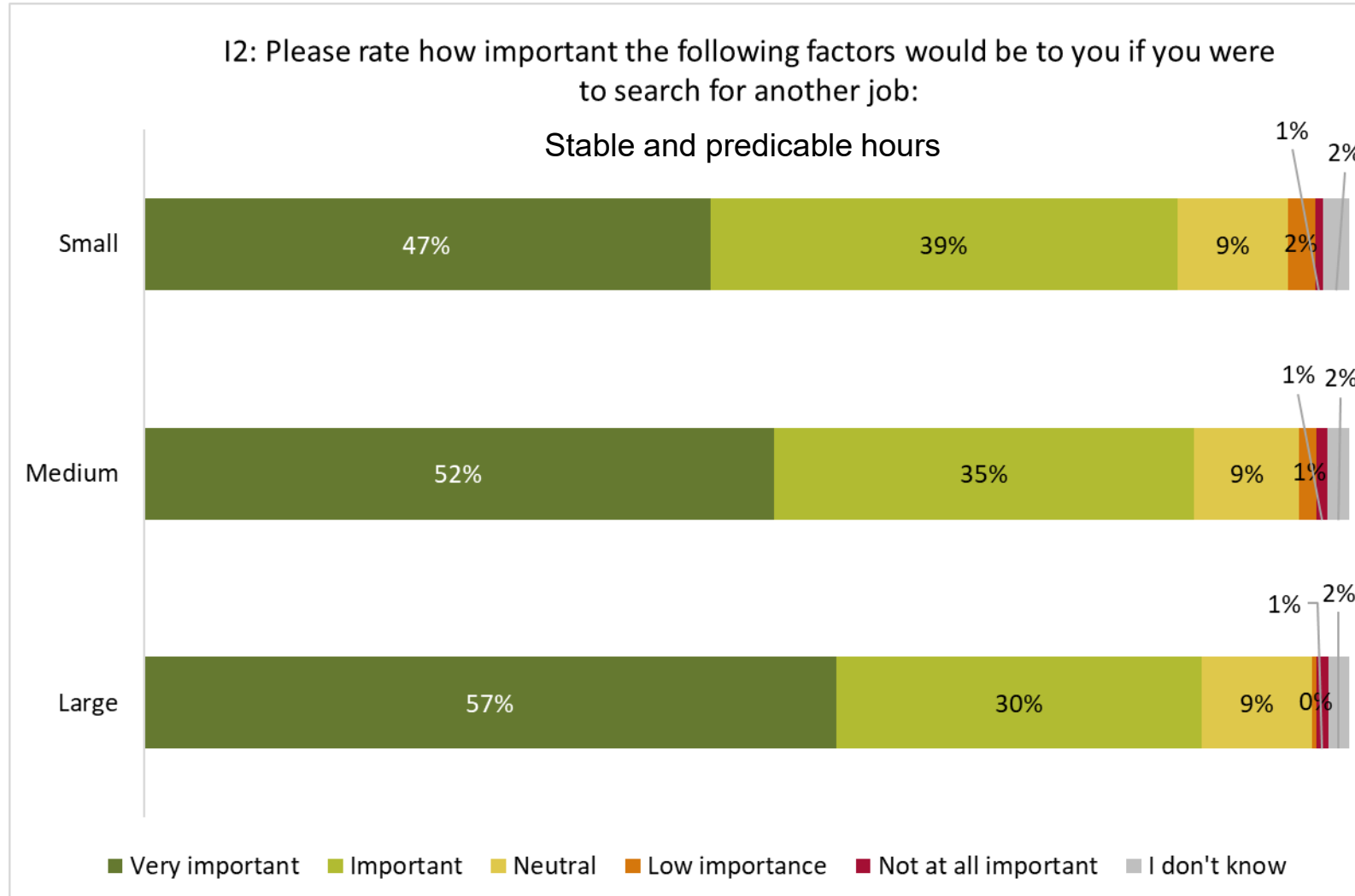
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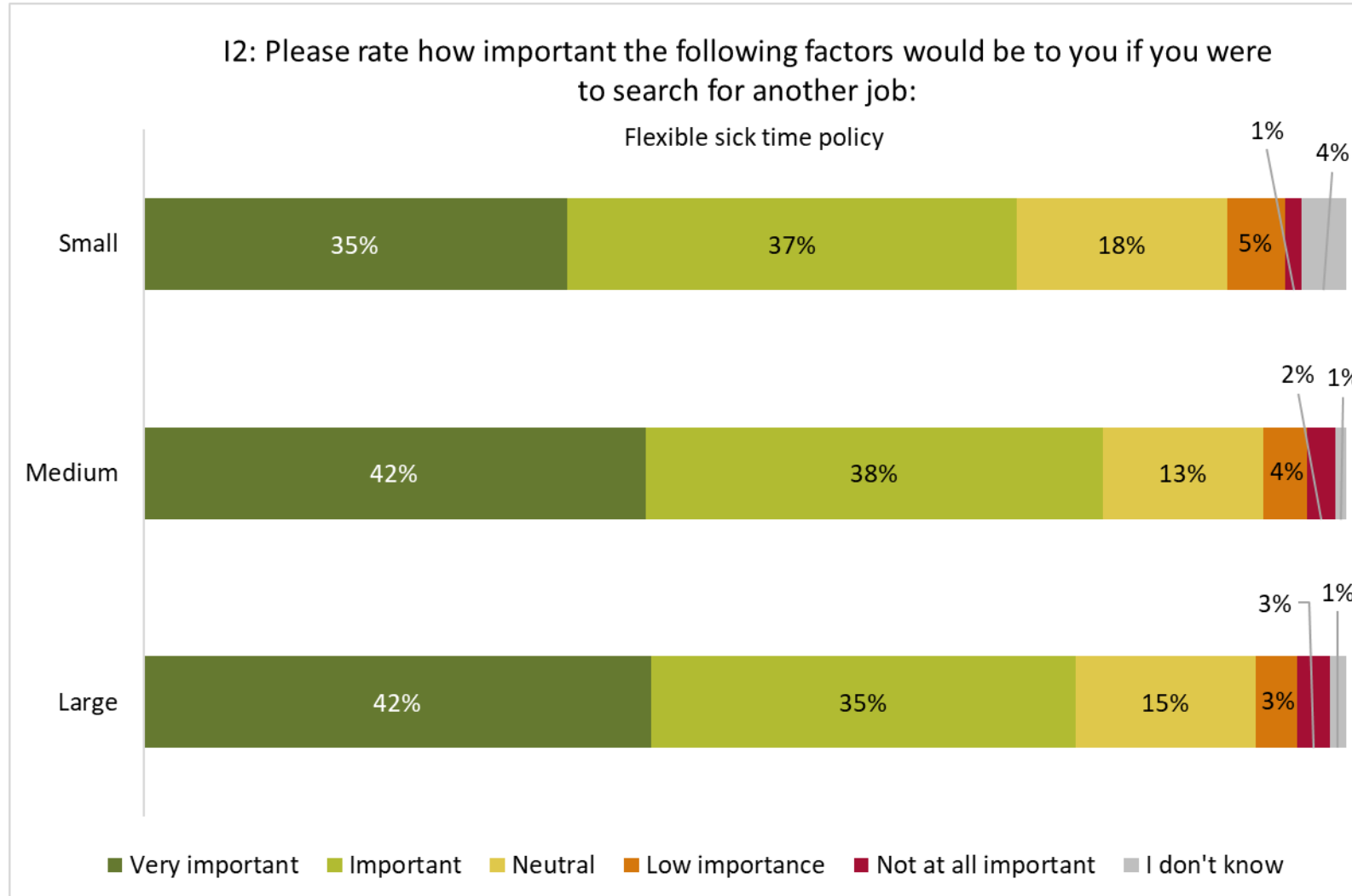
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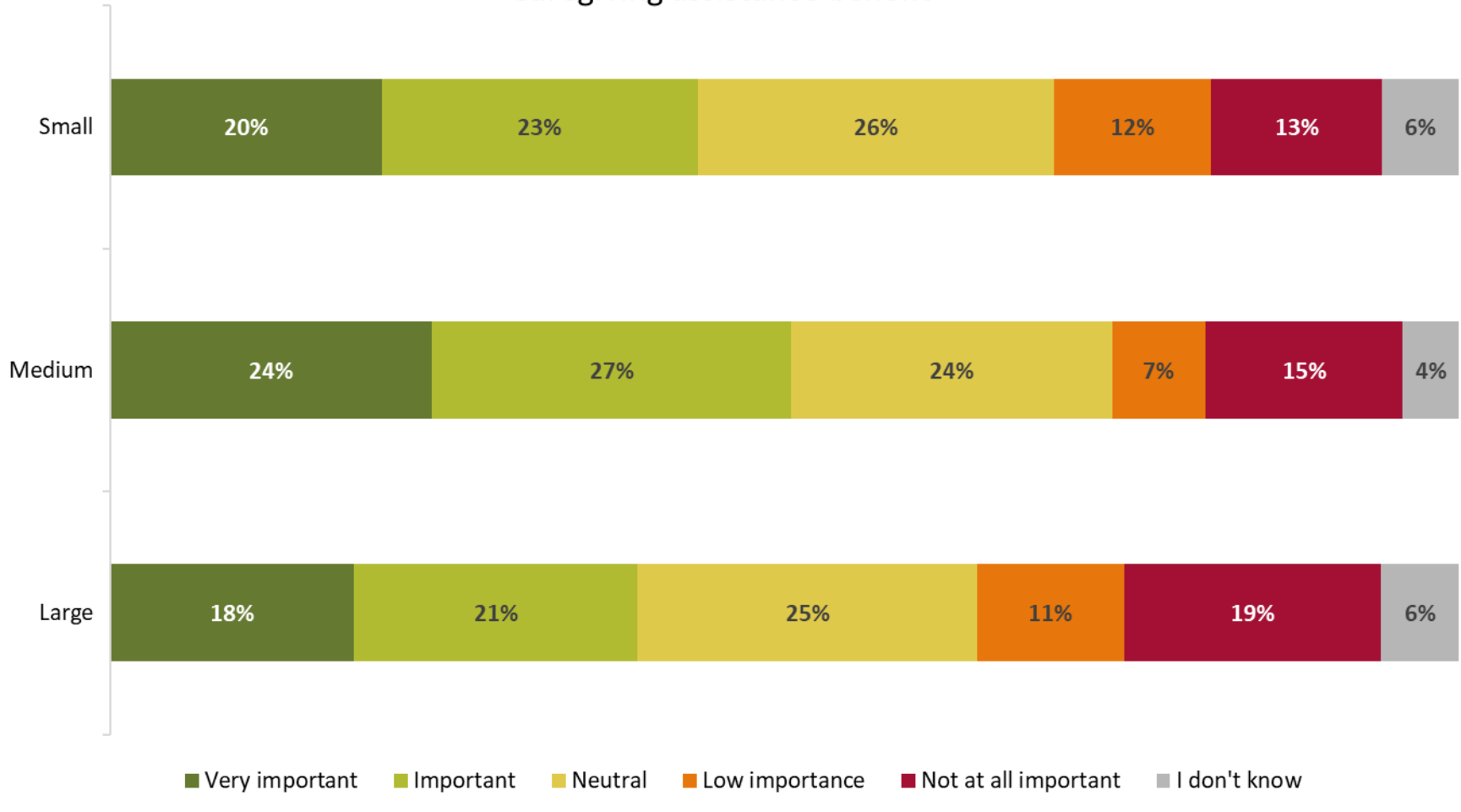
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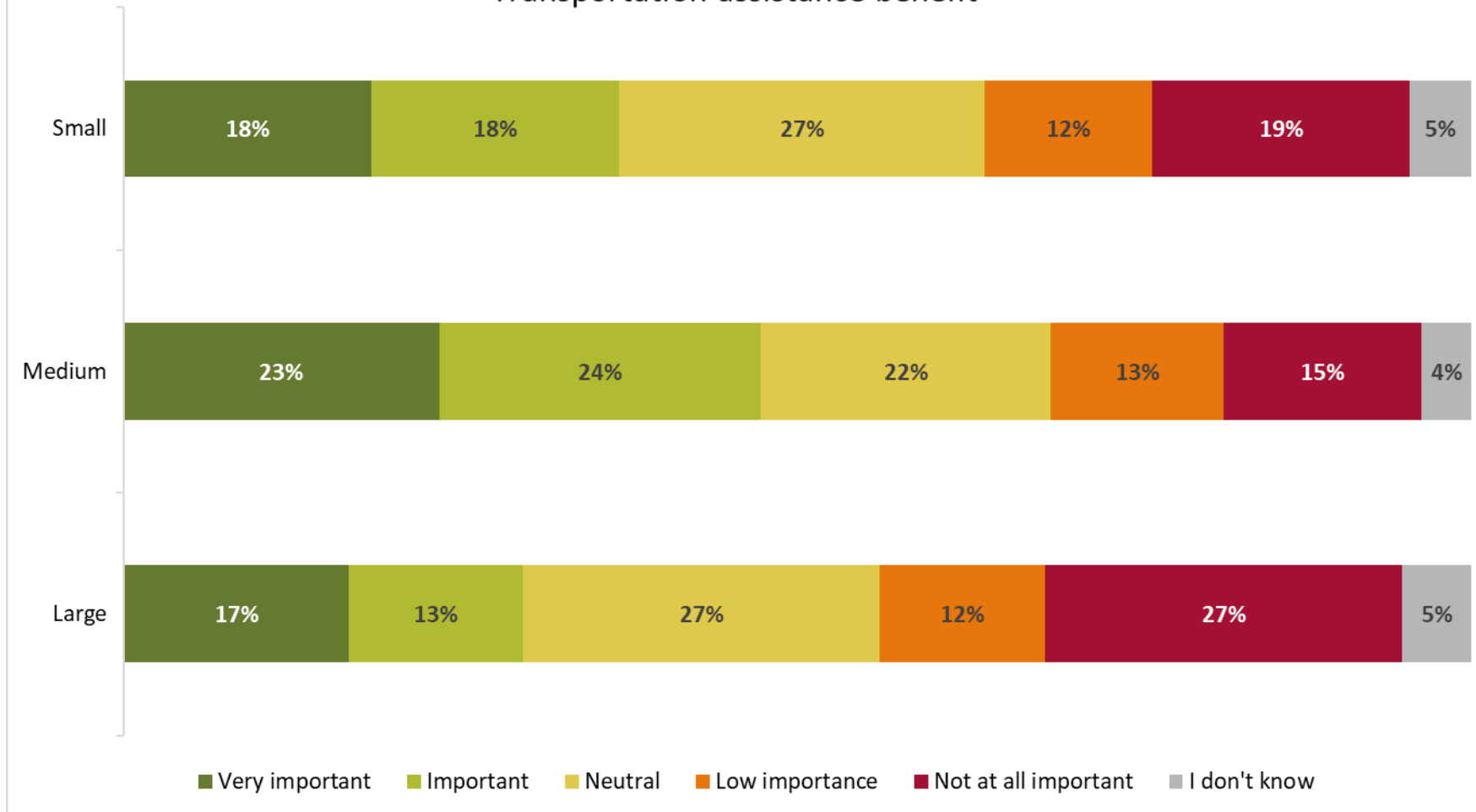
I2: Please rate how important the following factors would be to you if you were to search for another job:
Caregiving assistance benefit



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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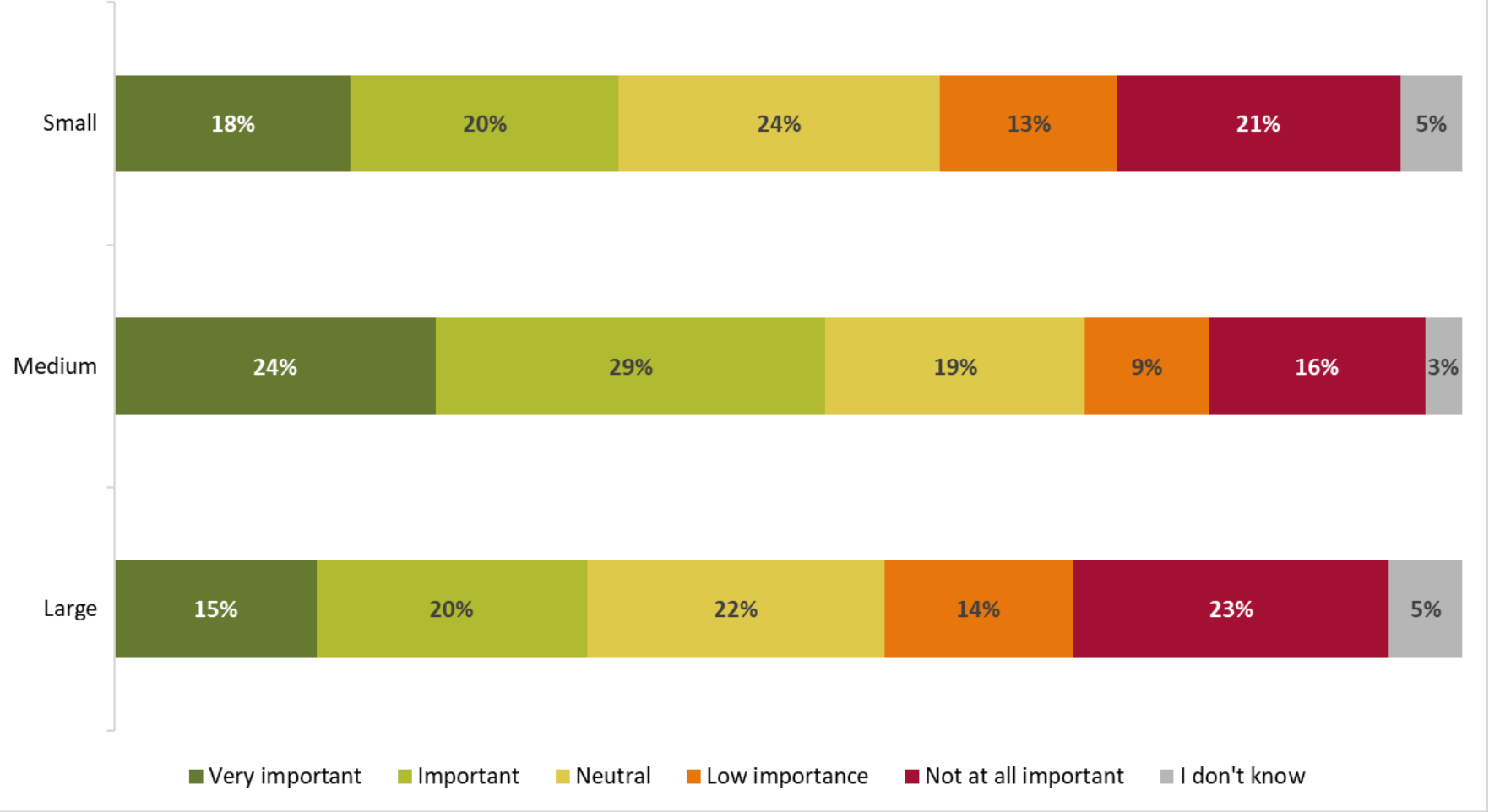
I2: Please rate how important the following factors would be to you if you were to search for another job:
Transportation assistance benefit



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

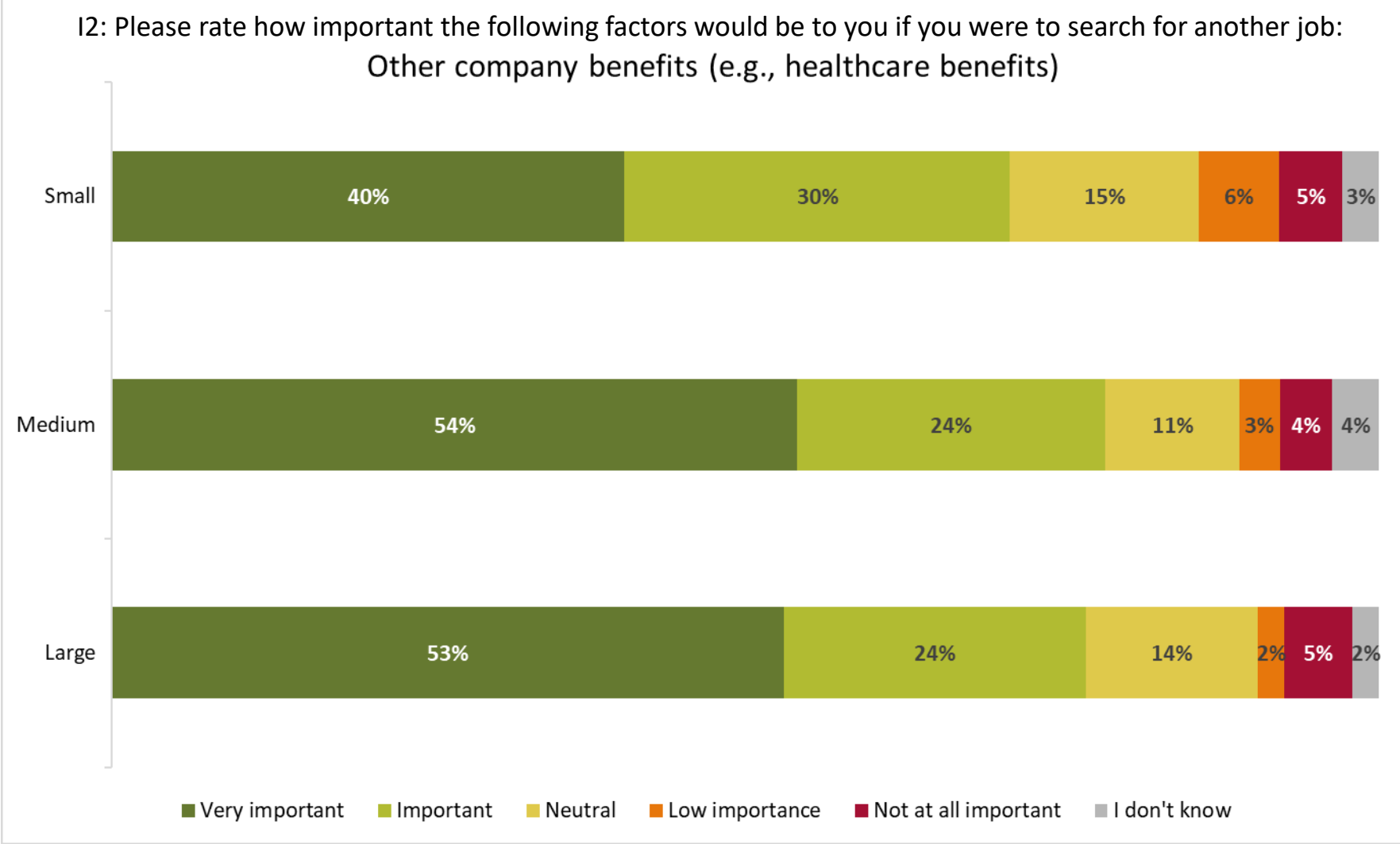
Section I

I2: Please rate how important the following factors would be to you if you were to search for another job:
Tuition benefits



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

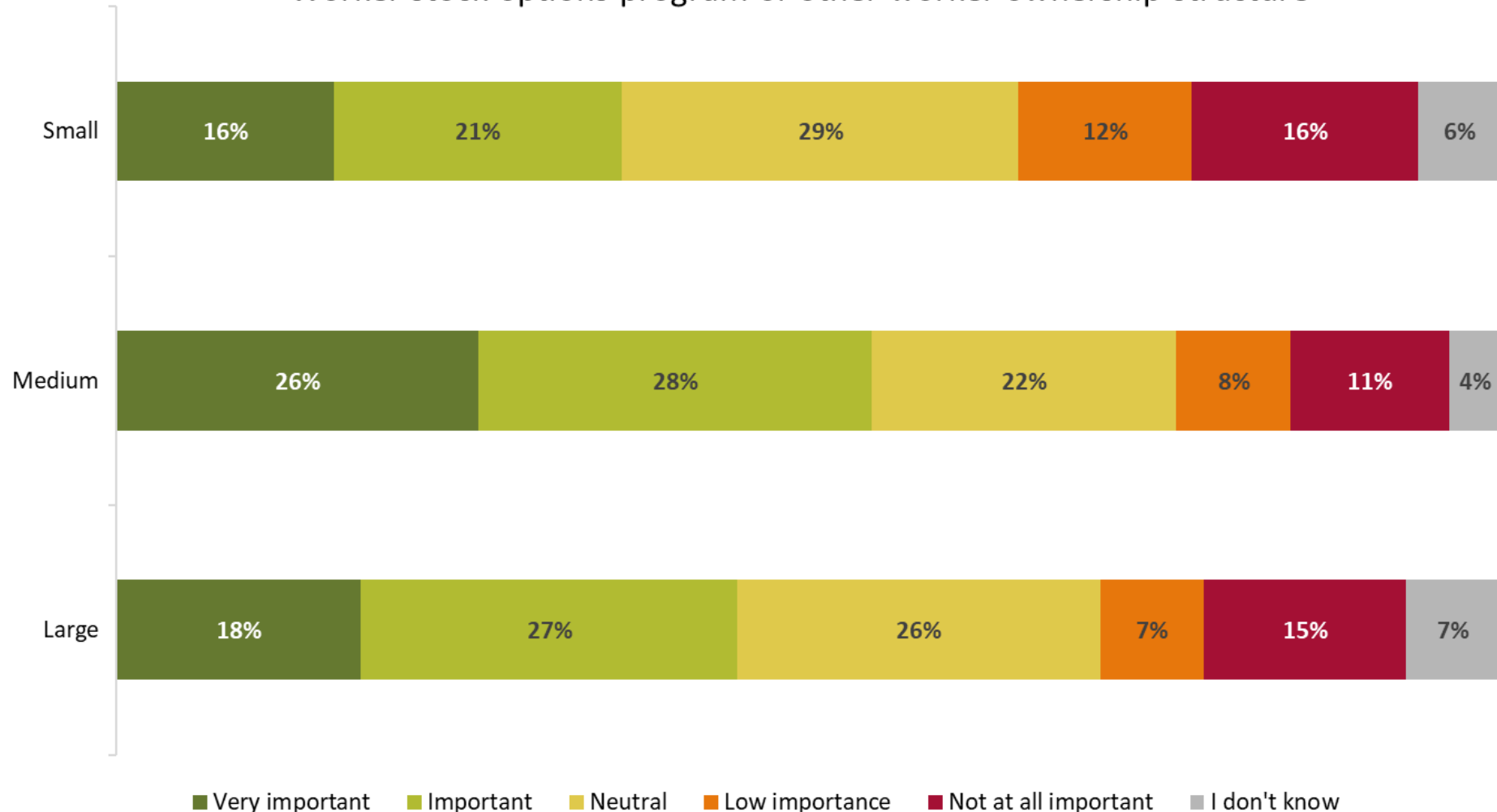
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Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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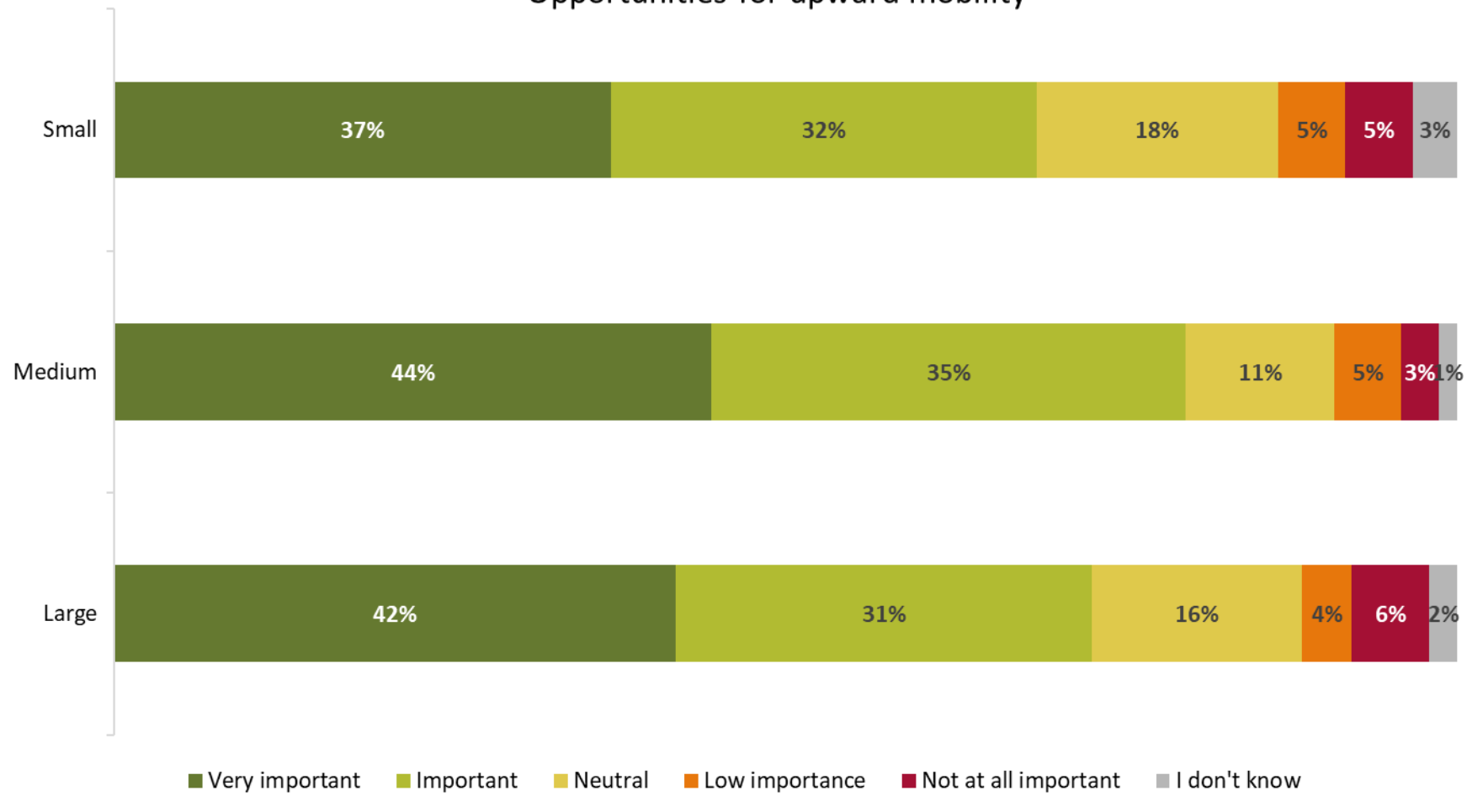
I2: Please rate how important the following factors would be to you if you were to search for another job:
Worker stock options program or other worker ownership structure



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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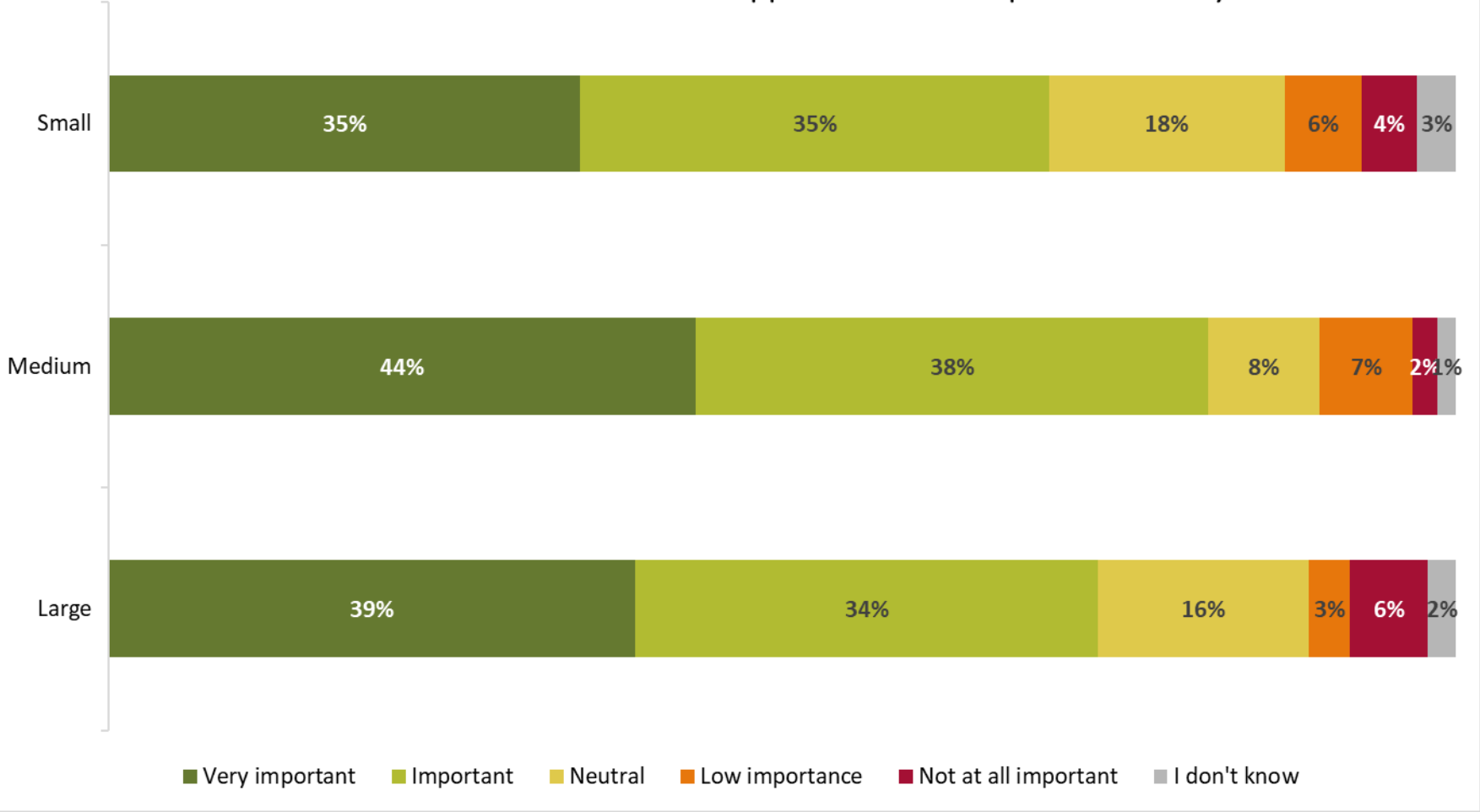
I2: Please rate how important the following factors would be to you if you were to search for another job:
Opportunities for upward mobility



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

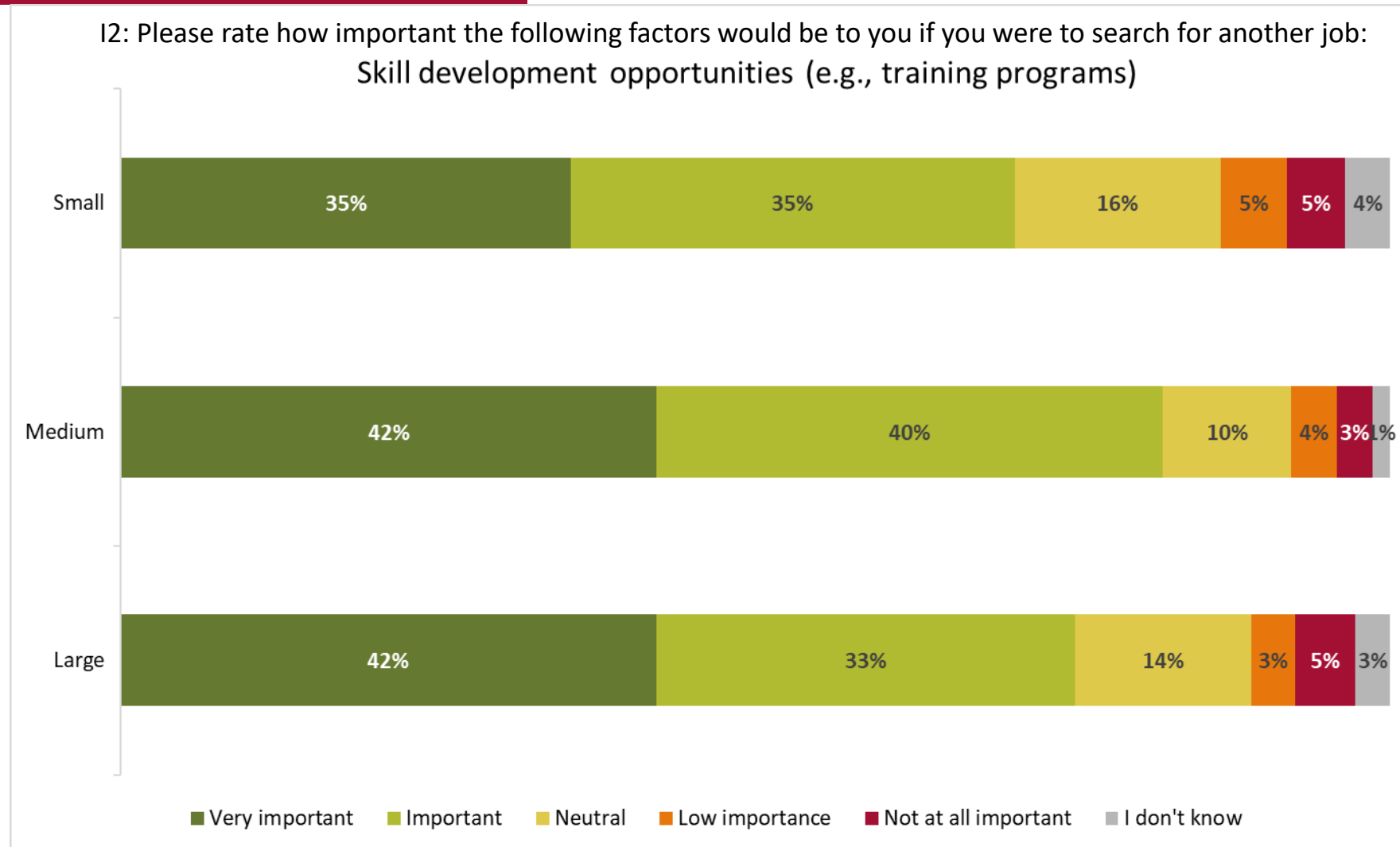
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I2: Please rate how important the following factors would be to you if you were to search for another job:
Clear communication about opportunities for upward mobility



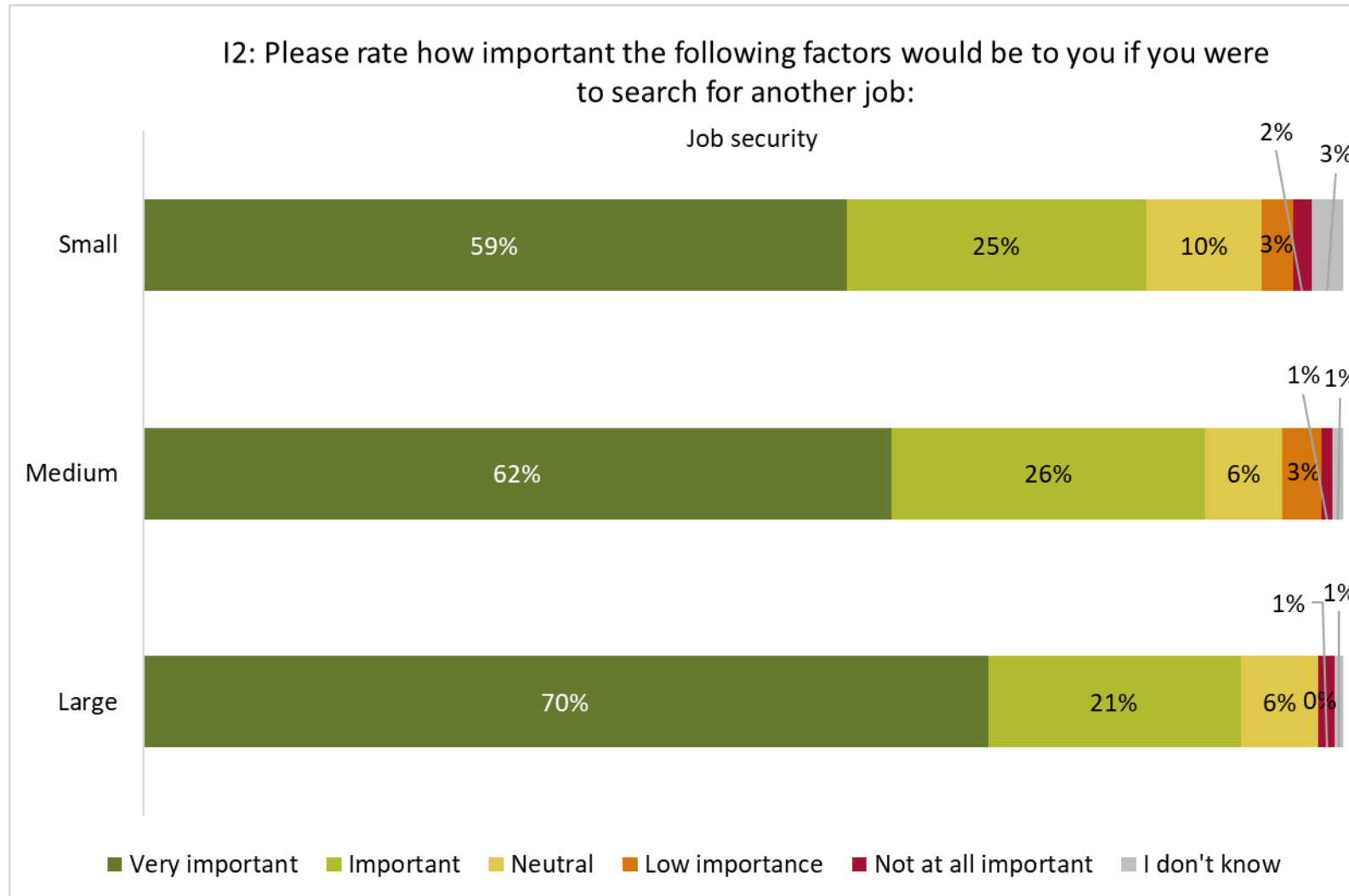
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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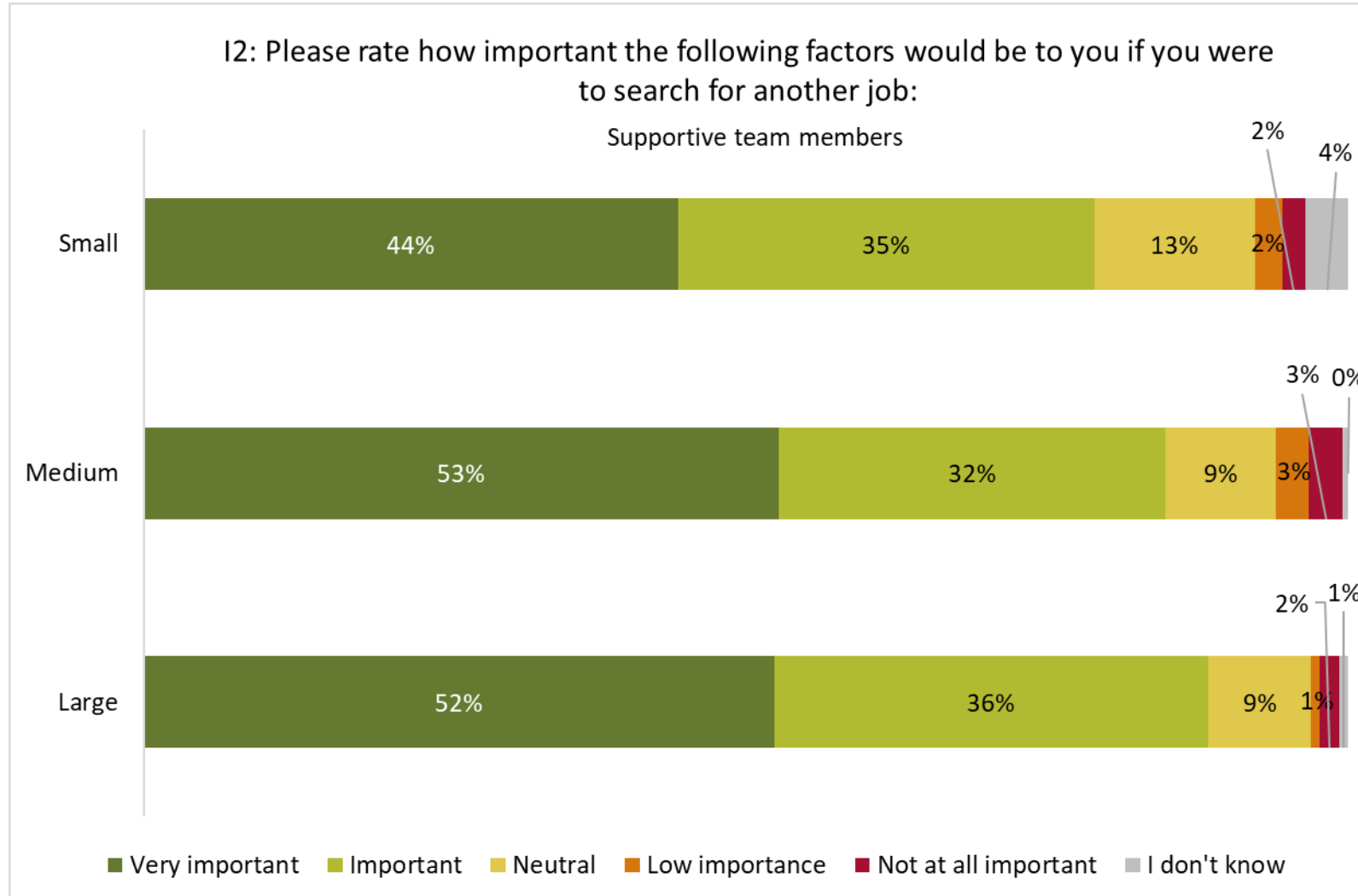
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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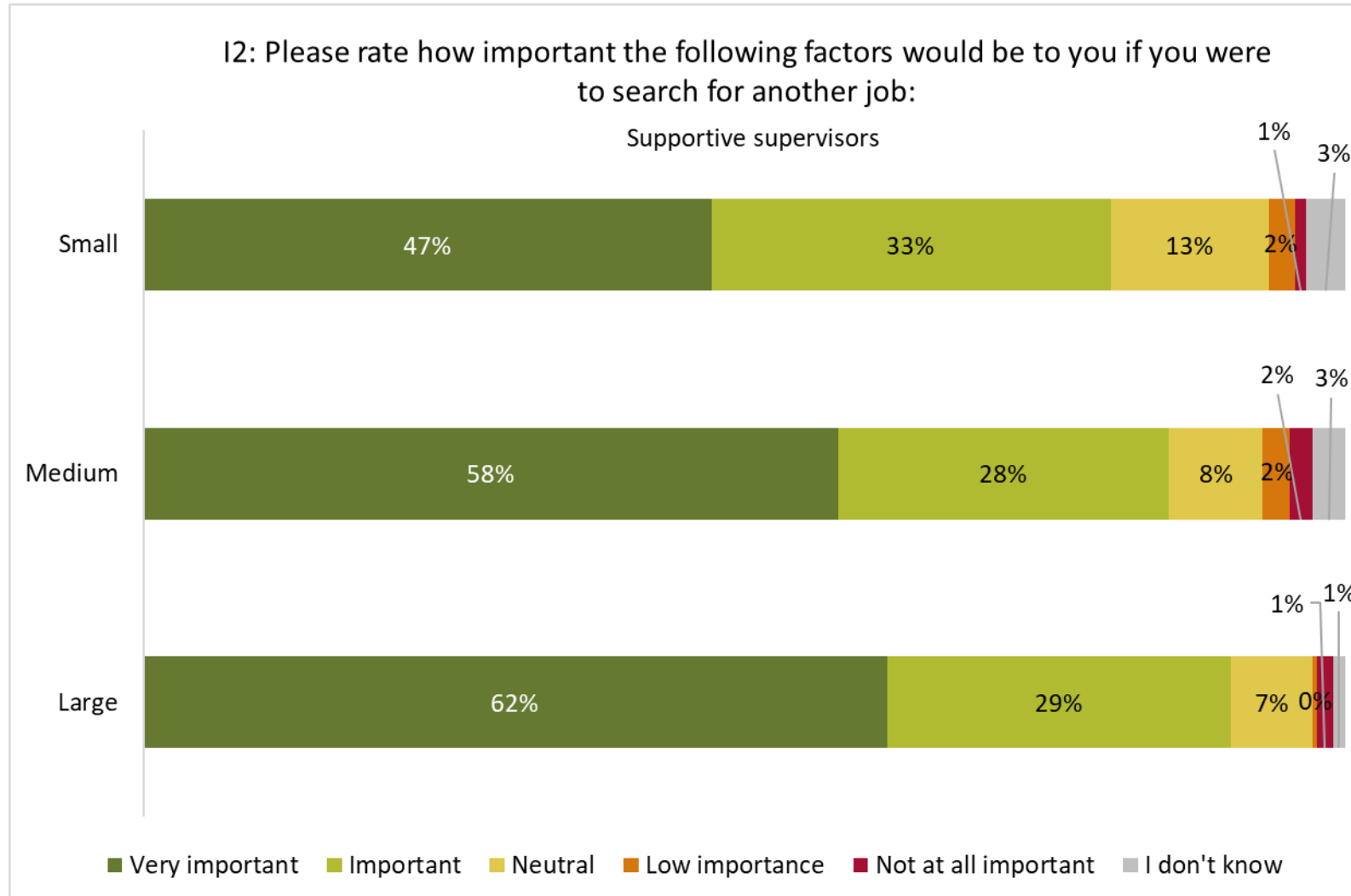
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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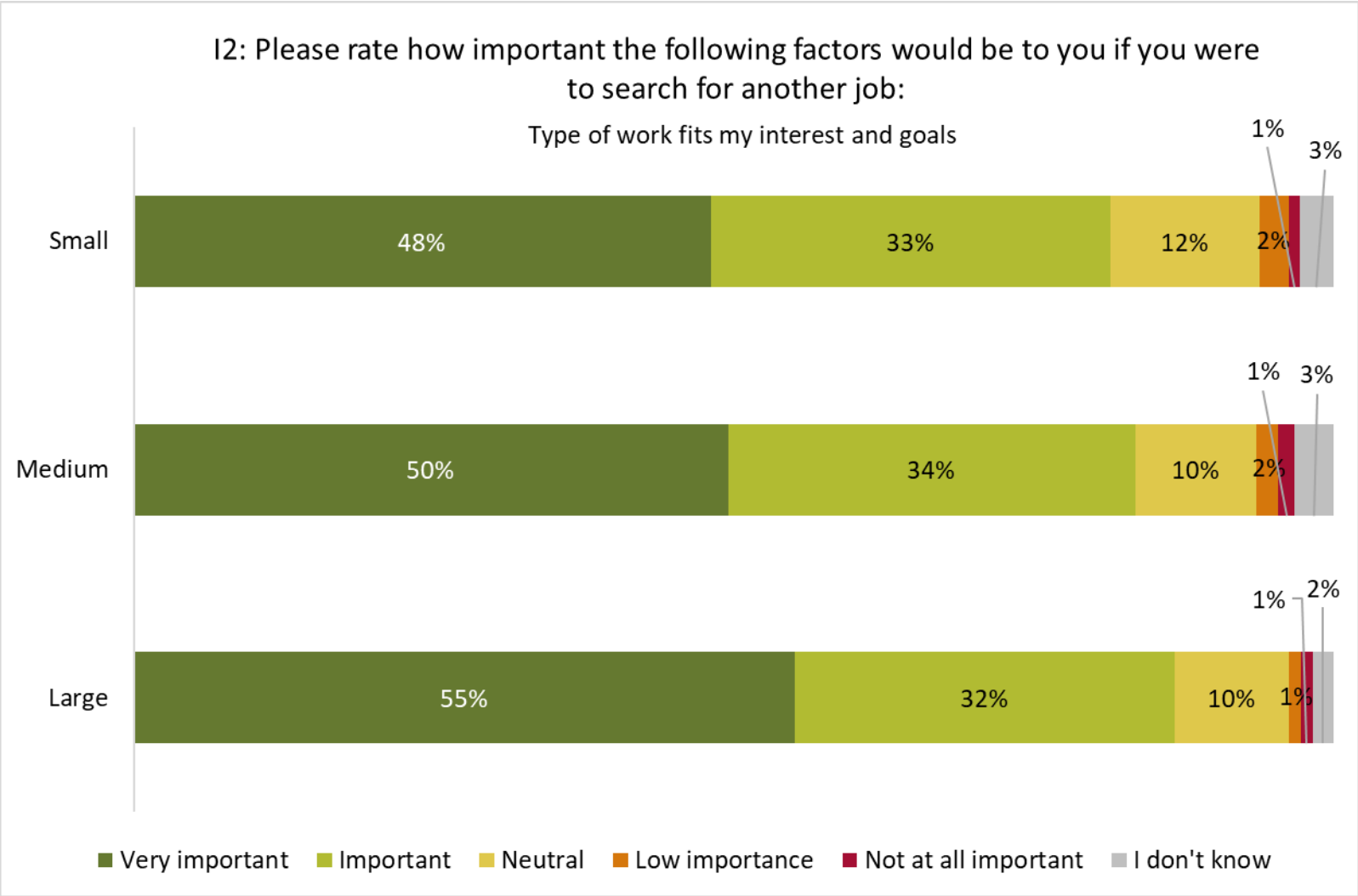
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

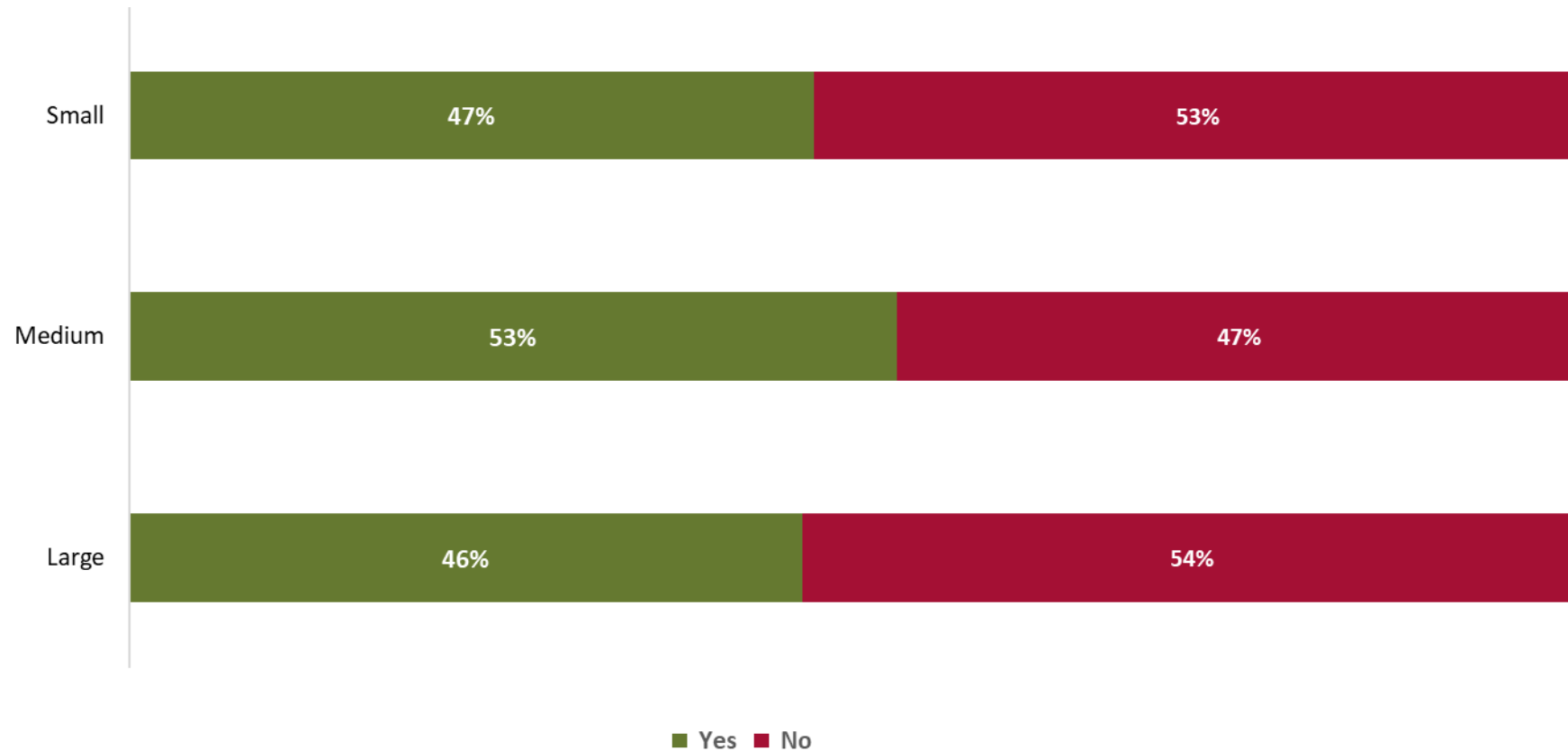
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Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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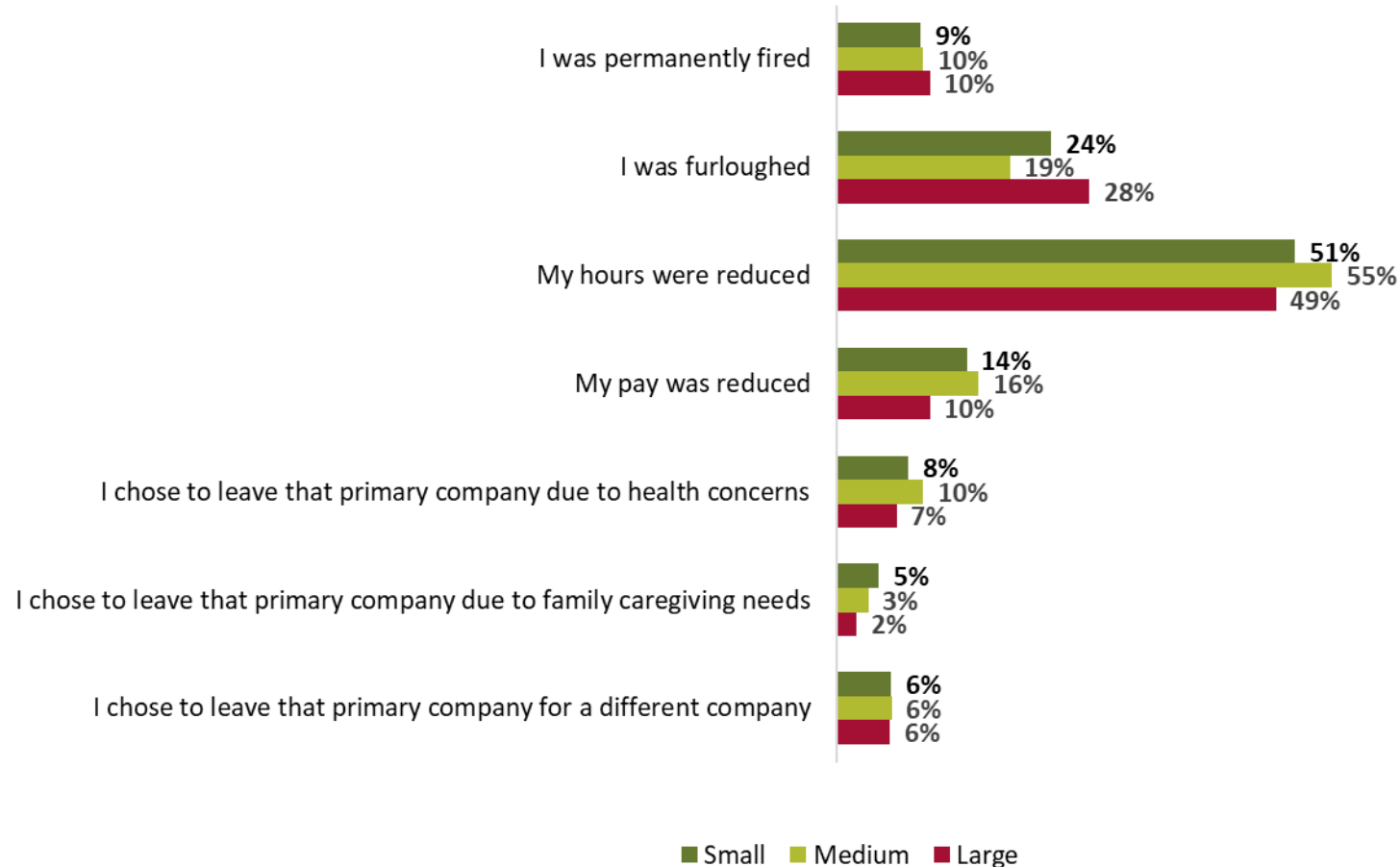
12new. Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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13new: How did your employment at your primary company change between January 2020 and today?

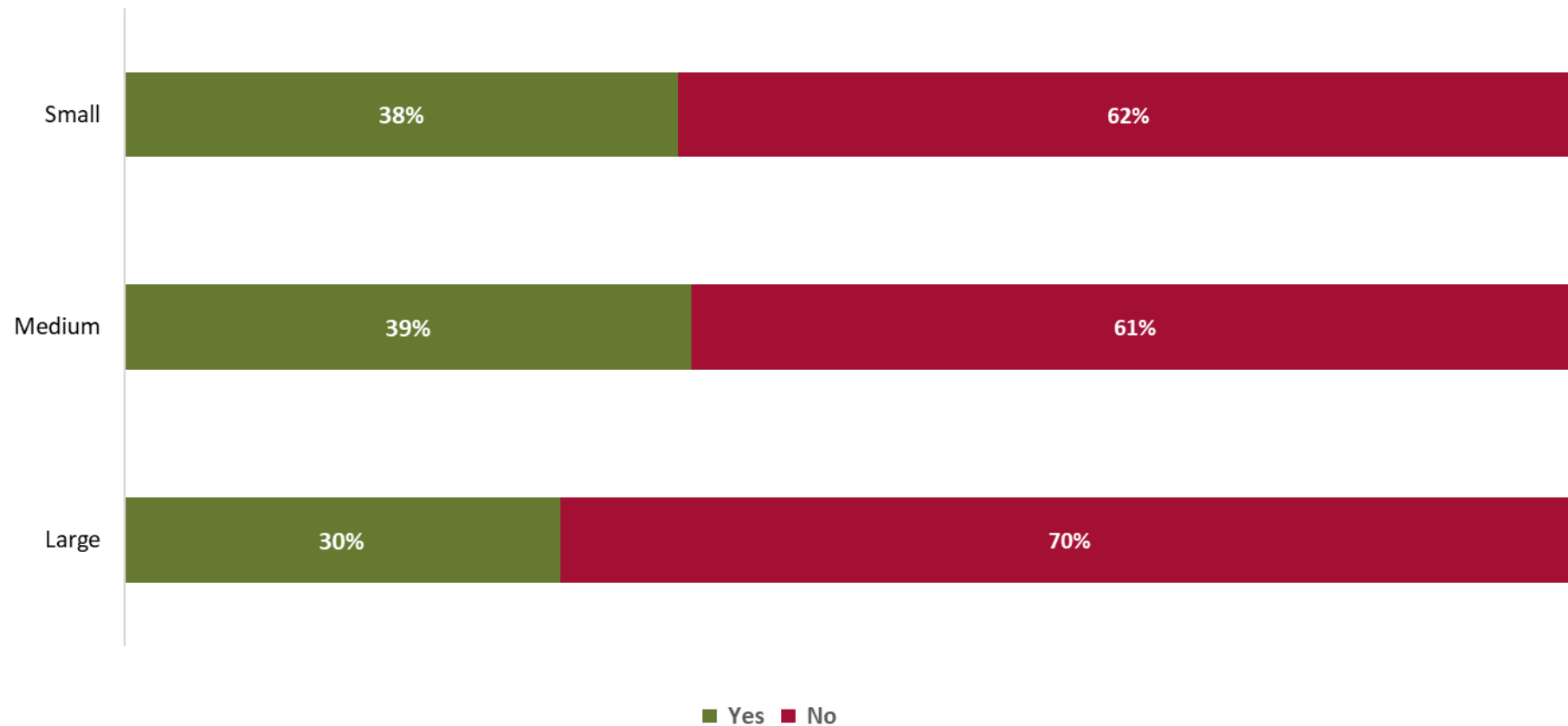


Note: Only respondents whose employment at their primary company changed between January 2020 and today answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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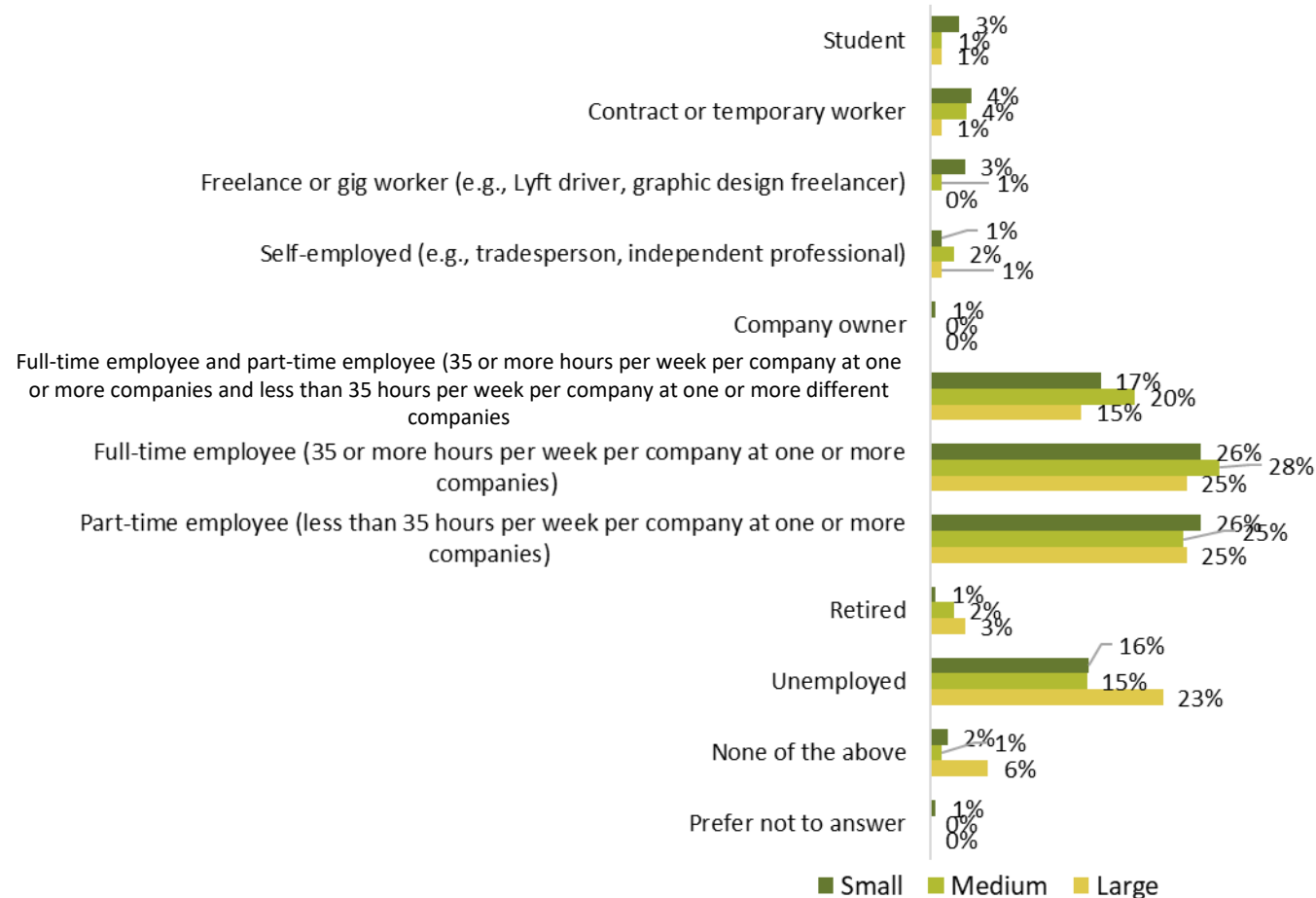
I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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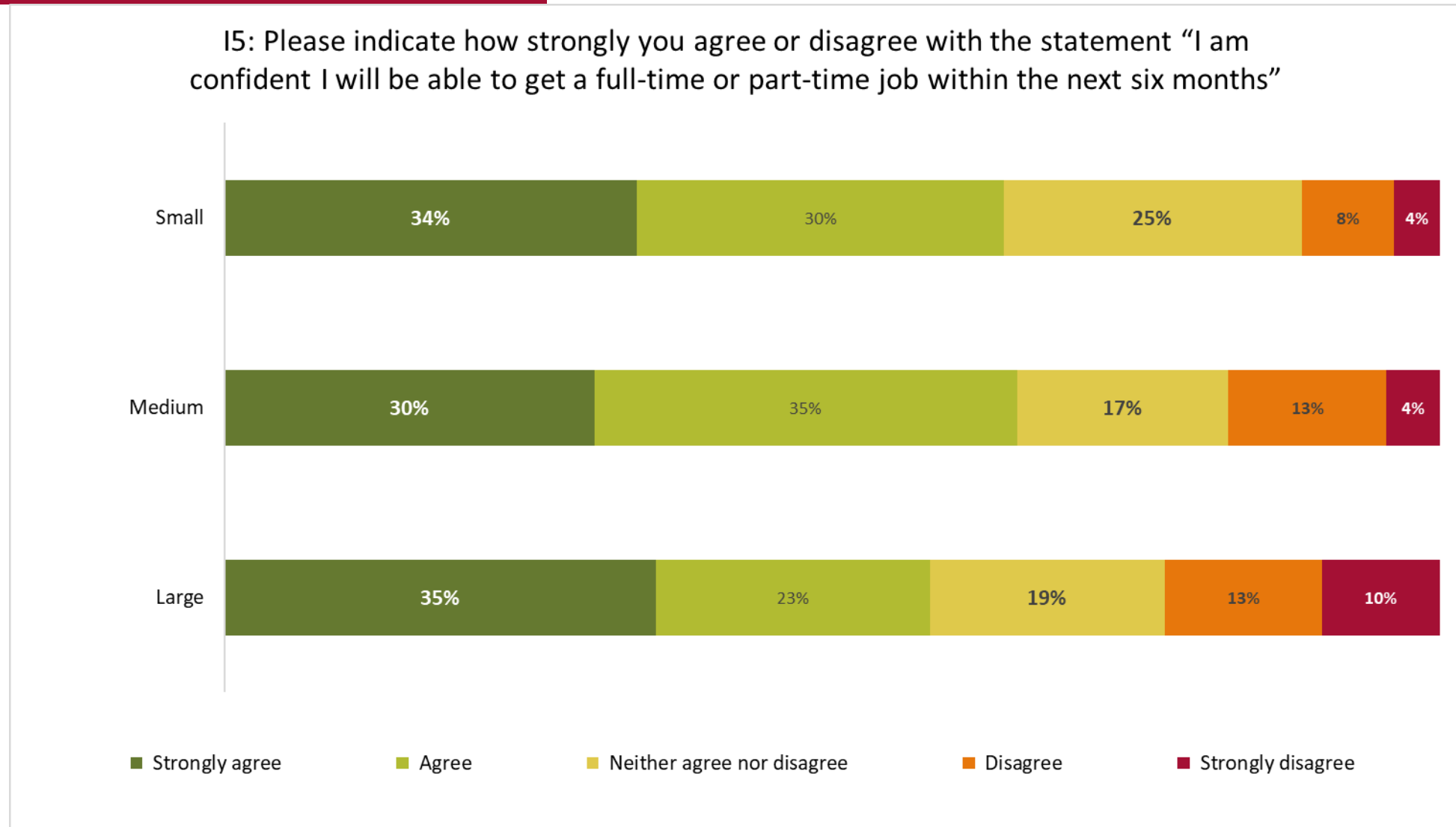
I4: Which of the following best describes your main employment status as of today, when you are filling out this survey?



Note: Only respondents whose employment status changed since January 2020 answered this question.

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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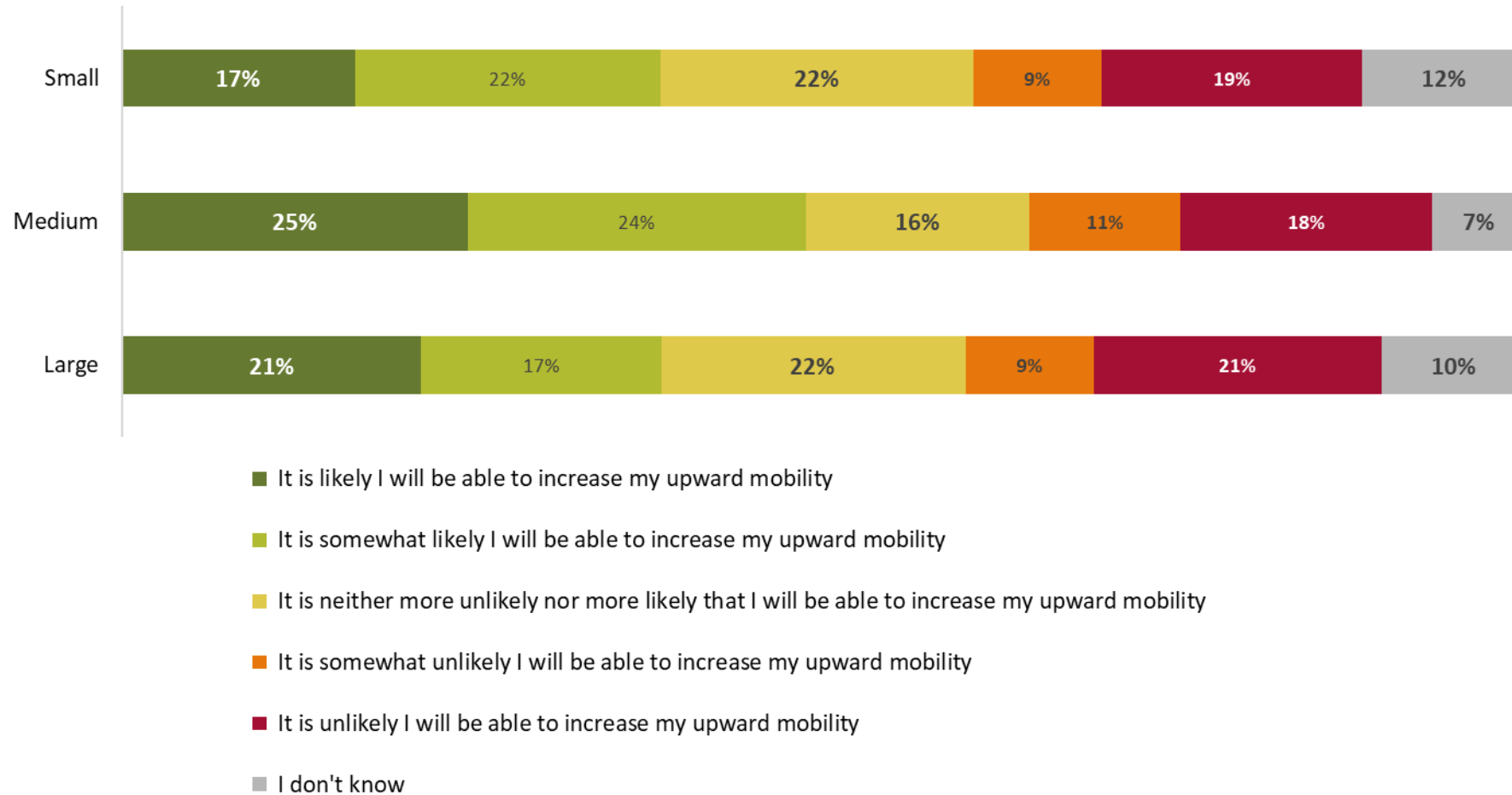


Note: Only respondents who are not currently a full-time and/or part-time employee answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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I6: Please select the answer choice that most closely matches your thoughts about your ability to increase your upward mobility over the next year.

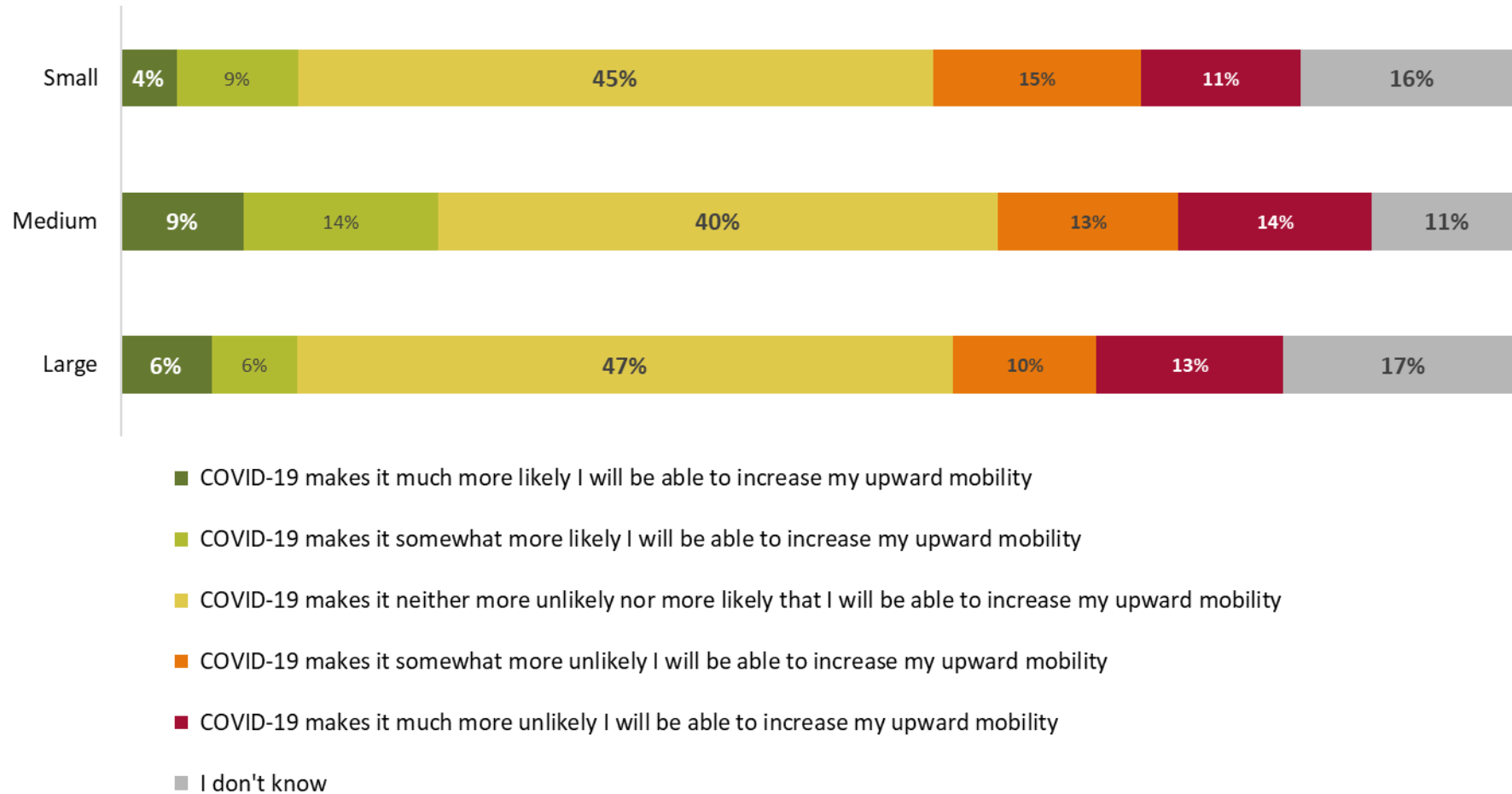


Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

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17: Please rate the effect of COVID-19 on your ability to increase your upward mobility over the next year.



Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.